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ABSTRACT

This study reports on salary schedules in effect at institutions of higher education that grant the 4-year bachelor's degree or higher degrees. The information given here is derived from the salary schedules supplied by the institutions. The first section of this report contains an overview of the characteristics of the salary schedules in 172 public and 293 nonpublic 4-year institutions, followed by detailed reviews of scheduled minimum and maximum salaries, and the increment structure. The next section lists the scheduled minimum and maximum salaries and number of increments by rank, for each institution that did not withhold permission for these data to be published. The salary schedules of 7 institutions are reproduced in the final section as examples of statements of salary policies. (Author/HS)



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Research Report 1972-R10: FACULTY SALARY SCHEDULES IN COLLEGES AND UNIVERSITIES, 1971-72

Project Director: WILLIAM S. GRAYBEAL

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FOREWORD

THIS IS THE FIFTH STUDY of salary schedule documents used by institutions of higher education granting the bachelor's or higher degree. It was conducted in response to the growing need for comparative salary schedule data and the increased use of them in improving faculty salaries in American institutions of higher education.

Like its predecessors in this series, this report describes the minimum and maximum salaries and increments, and includes a listing of colleges and universities with their scheduled minimum and maximum salaries, and provides examples of schedules for illustrative purposes. The salary schedules analyzed in this report vary widely in format, content, and precision. Therefore, readers should note the limitations described and take them into consideration when making interpretations.

NEA Research expresses appreciation to the staff and faculty of the colleges and universities who provided the basic data and to the seven institutions that gave permission to reproduce their schedules and policies.

This report was prepared by William S. Graybeal, Assistant Director, with the assistance of the supporting units of NEA Research.

GLEN ROBINSON, Director NEA Research



INTRODUCTION

THIS STUDY is the fifth in a series of reports on salary schedules in effect at institutions of higher education which grant the four-year bachelor's or higher degree. (Salary schedules of 2-year institutions are reported in a separate study. 1) The information given here is derived from the salary schedules supplied by the 4-year institutions in connection with the 1971-72 survey, Salaries Paid and Salary-Related Practices in Higher Education, 1971-72.

¹ National Education Association, Research Division. Faculty Salary Schedules in Community-Junior Colleges, 1971-72. Research Report 1972-R9. Washington, D.C.: the Association, 1972. 67 p. Stock No. 435-25508.

The first section of this report contains an overview of the characteristics of the salary schedules in 172 public and 293 nonpublic 4-year institutions, followed by detailed reviews of scheduled minimum and maximum salaries, and the increment structure. The next section lists the scheduled minimum and maximum salaries and number of increments by rank, for each institution that did not withhold permission for these data to be published. The salary schedules of seven institutions are reproduced in the final section as examples of statements of salary policies. These examples supplement those included in earlier editions of this study.

The salary schedules in this summary are grouped in two ways: (a) by the control and size

TAEI & 1.—INSTITUTIONS AND FACULTY COVERED BY SALARY SCHEDULES REVIEWED IN THIS REPORT

		Institu	utions	Percent	Fac	ulty	Percent
Stratum	Type and enrollment of institution	Number	Percent	of all institutions ^a	Number	Percent	of all faculty
1	2	3	4	5	6	7	8
	PUBLIC IN	STITUTIO	NS				
	Public universities	96	55.8	34.5	55,942	80.8	33.0
1.		40	23.3	40.0	37,981	54.8	33.5
11.		29	16.9	33.3	11.119	16.0	29.6
111.	the state of the s	27	15.7	29.6	6,842	9.9	36.6
VI.	State colleges (and other public				•		
	(olleges)	76	44.2	32.3	13,336	19.2	29.7
	Total public	172	100.0	33.5	69,278	100 0	32.3
	NONPUBLIC I	NSTITUT	IONS				
	Nonpublic universities	20	6.8	13.5	4,433	20.7	9.9
IV.	Universities, 5,000 or more enrolled	3	1.0	5.5	1,383	i.5	5.0
V.	the state of the s	17	5.8	18.3	3,050	14.2	17.6
	Nonpublic colleges	273	93.2	25.3	16,974	79.3	29.0
VII.	g, z, o o o more emonea	103	35.2	30.3	10,441	48.8	32.1
VIII.	0-,000 - 000	99	33.8	28.9	4,808	22.5	27.6
IX.	Colleges, fewer than 500 enrolled	71	24.2	17.8	1,725	8.1	20.0
	Total nonpublic	293	100.0	23.8	21,407	100.0	<u>20.7</u>
	TOTAL	465		26.7	90,685		28.5

^aPopulation estimates are based on information in Table 1 of NEA Research Report 1972-R5, Salaries Paid and Salary-Related Practices in Higher Education, 1971-72.



within type groupings used in the 1971-72 biennial salary survey and (b) by major type within control groupings with public institutions further divided on the basis of the soof the salary schedule (state-wide versus institutionally established schedules).

The quantitative tables on levels of minimum and maximum scheduled salaries group the institutions by the classifications used in Salaries Paid and Salary-Related Practices in Higher Education, 1971-72. This stratification is shown in Table 1 together with the percentages of institutions reporting the use of salary schedules and the number and percentages of faculty covered by salary schedules. Universities are defined as complex institutions with three or more graduate schools.

The summaries of salary schedule provisions other than the levels of minimum and maximum salaries involve the 172 public and 293 nonpublic institutions grouped as follows:

Public Institutions

State-wide systems-colleges and universities whose salary schedules are established on a state-wide basis (these are largely institutions in Stratum VI, but some institutions in Strata I-III are included).2

Universities-all public universities which are not part of a state-wide system having a single salary schedule for all public institutions in the state (institutions in Strata I-III).

State colleges-all public colleges which are not part of a state-wide system having a single salary schedule for all public colleges in the state (nonstate-wide institutions in Stratum VI).

Nonpublic Institutions

Universities—institutions in Strata IV and V. Colleges—institutions in Strata VII-IX.

Table 1 provides a distribution of salary schedules by the control, type, and size of institution and the number of faculty covered. Both public and nonpublic institutions with large enrollments contain a proportionately larger number of faculty members than do the smaller institutions. Thus, among public institutions with schedules more than half of the faculty are in Stra um I which has only one-fourth of the salary schedules. Conversely, almost 3 in 5 small nonpublic institution schedules (Strata VIII and IX) affect only 3 in 10

of the total number of faculty members in nonpublic institutions covered by salary schedules.

Also, information in column 5 of Table 1 shows that salary schedules summarized in this report represent approximately one-third of all public institutions and almost one-fourth of the nonpublic institutions. Salary schedules are equally prevalent among public institutions of each subgrouping but among the nonpublic institutions the schedules represent a higher proportion of colleges enrolling 500 or more than among the smaller colleges and among the universities.

Information in column 8 shows that the salary schedules apply to about 3 in 10 faculty in 4-year institutions-almost one-third of faculty in public and about one-fifth of faculty in the nonpublic institutions. In the public institutions the proportions of faculty covered by scheduled salaries are smaller than the proportion of institutions having a salary schedule in each subgroup except in the small universities. As a whole, the proportion of all faculty employed in public institutions who are in the institutions having a salary schedule is approximately equal to the proportion of all public institutions reporting the use of a salary schedule.

In the nonpublic institutions the use of a salary schedule may be reported more widely among the small than among the large universities because the proportion of faculty covered by salary schedules is smaller than the proportion of institutions having a salary schedule. The reverse pattern is observed in the largest and smallest subgroups of nonpublic colleges where the percents of faculty covered by salary schedules are slightly larger than the percents of institutions having salary schedules.

When the public institution schedules are regrouped for the analysis of scheduled salaries, the summary shows that salaries scheduled on a statewide basis affect about one-half the faculty employed in public institutions with scheduled salaries.

	Instit	utions	Fact	alty
Institution grouping	Num- ber	Per- cent	Num- ber	Per- cent
Universities	37	21.5	27,353	39.5
State colleges	38	22.1	7,002	10.1
Institutions in state systems	97	56.4	34,923	50.4
TOTAL	172	100.0	69,278	100.0

The summary below and Table 2 show that about one-third of the salary schedules are from

²The following states have a state-wide salary schedule: California, Connecticut, Louisiana, Maryland, Massachusetts, New Jersey, Oregon, Pennsylvania, Tennessee, and Vermont.

TABLE 2.--DISTRIBUTION OF PUBLIC AND NON-PUBLIC UNIVERSITIES AND COLLEGES, BY CONTROL, SIZE OF ENROLLMENT AND GEOGRAPHIC REGION, 1971-72

CCCCD10:15		UNIVERS		PUBLIC	UNIV	I-PUBLIC VERSITIES	NON-P	UBLIC CO	LLEGES	
GEOGRAPHIC Region :	10,000 OR MORE	5,000- 9,999	S.OOO	COLLEGES	5,000- OR MORF	LESS THAN 5,000	1,000 OR MORF	500- 999	LESS THAN 500	TOTAL
1	2	3	4	5	6	7	8	9	10	11
NORTHEAST	6	9	9	39	3	10	38	25	18	159
SOUTHEAST	4	9	8	20	0	2	21	24		96
MIDDLE	5	0	2	4	ŏ	,	30	35	32	110
west	23.	11	8	13	ō	3	14	15	13	100
TOTAL	40	29	27	76	3	17	103	99	71	465

4NORTHENST Connecticut, Delaware, District of Columbia, Maine, Maryland Massichusetts, New Hampshire, New Jersey, New York, Pennsylvania Rhode Island Vermont SOU HIEAST Aldiania, Arkansas, Florida, Georgia, Kentucky, Louisiania, Mississippi North Carolina, South Carolina, Lennessee, Virginia, West Virginia MIDDLE, Illinew, Indiania, towa, Cansa, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin WEST A'ska, Arizona, California, Colorado, Hawani, Idaho, Montana, Nevada, New Mexico, Oklahoma, Oregon, Texas, Ctah, Washington, Wyoming

New England: Connecticut, Maine, Massachusetts, New Hampshire. Rhode Island, Vermont. Mideast: Delaware, District of Columbia, Maryland, New Jersey, New York, Pennsylvania. Southeast: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia. Great

Lakes: Illinois, India.12, Michigan, Ohio, Wisconsin. Plains: lowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota. Southwest: Arizona, New Mexico, Oklahoma, Texas. Rocky Mountain: Colorado, Idaho, Montana, Utah, Wyoming. Far West: Alaska, California, Hawaii, Nevada, Oregon, Washington.

the Northeast, one-fourth are from the Middle states, and the remaining two regions each contain about one-fifth of the schedules. Also, the schedules from public colleges and from nonpublic universities tend to be from the Northeast; about two-fifths of the schedules from public universities are from the West, and about one-fourth are from the Northeast; and about three-fifths of the schedules from nonpublic colleges are equally divided between the Northeast and the Middle states and the remaining two-fifths, are about equally divided between the Southeast and the West.

The unit of information in this report is the institution rather than the individual faculty member. Thus, when information is interpreted to ap-

ply to faculty personnel, it should be weighted toward conditions in the large institutions.

Region	Public uni- versi- ties	Public col- leges	Non- public uni- versi- ties	Non- public col- leges
	1-111	VI	ĪV·V	VII-IX
Northeast	27.1	51.3	65.0	29.7
Southeast	21.9	26.3	10.0	19.4
Middle	7 .3	5.3	10.0	35.5
West	43.7	17.1	15.0	15.4
TOTAL	100.0	190.0	100.0	100.C
Number of				
institutions	96	76	20	273

MINIMUM AND MAXIMUM SCHEDULED SALARIES

THE FOLLOWING subsections review institutional data by control of the institution and size of encollment. In addition to reporting scheduled salaries in 1971-72, the summaries show trends in scheduled salaries and selected characteristics of the structure of scheduled minimum and maximum salaries in 1971-72.

Public Institutions

Summaries of the minimum and maximum salaries scheduled for each faculty rank in public institutions are shown in Tables 3 and 4. At most levels of faculty rank the mean of the scheduled minimum salaries is highest in the largest universities followed by smallest universities and the public colleges, and lowest in public universities enrolling 5,000 to 9,999 students. Differences in the mean of scheduled minimum salaries range among institutions grouped by size from \$1,608 for professors to \$286 for instructors.

The salary schedules which provide separate salary strata within faculty ranks for faculty having different levels of academic preparation are included with the scheduled minimum salary reported being the salary listed for the lowest recognized level of academic preparation. With a few exceptions, the scheduled maximum salary used in these tables is the maximum provided for the highest level of academic preparation listed for a given rank. In these exceptions use is made of the scheduled highest salary for the rank even though it is listed for a level of preparation which is lower than the top level of preparation recognized for the rank.

The highest mean of scheduled maximum salaries in public institutions is in the largest universities for each rank. Differences in the mean of scheduled salaries among the groups of public institutions are greater for scheduled maximum salaries than for scheduled minimum salaries. These differences range from \$3,887 tor professors down to \$517 for instructors.

The relationship of the 1971-72 scheduled minimum and maximum salaries at each rank to

the scheduled minimum salary for instructors was estimated through use of mean scheduled salaries. The highest and lowest ratios of the mean scheduled salaries in institutions grouped by type and the ratios for the total group of institutions are shown below.

Ratio of mean scheduled salary to mean scheduled minimum salary for instructors

1110111 32	144 7 101 1113	ituctors
Highest	Lowest	Total insti- tutions
NIMUM SA	ALARIES	
1.823	1.686	1.749
1.472	1.410	1.438
1.208	1.173	1.182
1.000	1.000	1.000
XIMUM S	ALARIES	
2.889	2.503	2.614
2.713	2.060	2.107
1.779	1.709	1.737
1.419	1.380	1.394
	1.823 1.472 1.208 1.000 XIMUM SA 2.889 2.713 1.779	1.823

Nonpublic Institutions

Summaries of the scheduled minimum and maximum salaries in nonpublic institutions granting 4-year and higher degrees are provided in Tables 5 and 6. The levels of the mean scheduled minimum salaries are highest in the colleges which enroll 1,000 or more students and are lowest in colleges enrolling 500 to 999 students. The mean scheduled maximum salaries tend to be related positively to institution size.

The relationship of the 1971-72 minimum and maximum scheduled salaries at each of the four ranks to the scheduled minimum salary for instructors was estimated through use of mean scheduled salaries in each group of institutions and for the total number of nonpublic institutions. The highest and lowest ratios for institutions grouped by type and the ratios for the total group of institutions are shown below.

Ratio of mean scheduled salary to mean scheduled minimum salary for instructors

Faculty rank	Highest	Lowest	Total institutions
MINIMU	M SALARI	ES	
Professor	1.756	1.591	1.653
Associate professor	1.476	1.342	1.391
Assistant professor	1.213	1.139	1.171
Instructor	1.000	000.1	1.000
MAXIMU	m salari	ES	
Professor	2.733	2.133	2.329
Associate professor	2.187	1.806	1.905
Assistant professor	1.815	1.536	1.611
Instructor	1.434	1.265	1.314

Figure I shows the ranges and distributions of the scheduled minimum and maximum salaries for each rank in public and nonpublic institutions. In the public institutions the ranges are generally wider and the levels of scheduled salaries tend to be higher than in the nonpublic.

Percent of Increase

Table 7 shows the growth in mean scheduled salaries for each rank in public and nonpublic institutions between 1965-66 and 1971-72. (The first period shown, 1965-66 to 1967-68, reflects a two-year change.) The percentages of increases in the means of both scheduled minimum and maximum salaries in public institutions were highest in 1969-70, except for the slightly higher increase in minimum salaries of professors in 1967-68 (on the assumption that the annual increases between 1965-66 and 1967-68 were about half of the total percentage increase). The percentage increases shown for 1971-72 are lower than those of the preceding year at all ranks.

In nonpublic institutions the largest percentage increase occurred in 1968-69. The percentages of increases in 1971-72 are lower than those of 1970-71 with two exceptions. The percentages of increase in the means of scheduled minimum and maximum salaries for professors are lower in 1970-71 than in 1971-72.

Figure II shows the growth in the means of scheduled salaries for each rank in each type of

institution, between 1970-71 and 1971-72 among all institutions reporting each year (based on data in Table 7).

The mean scheduled minimum and maximum salaries and the percentages of increases in 141 public institutions reporting from both 1970-71 and 1971-72 are summarized below:

Faculty rank	Mean scheduled salary, 1971-72	Percent increase over 1970-71
MINIMUM SA	LARIES	
Professor	\$14,205	2.5
As reciate professor	11,690	2.6
Assistant professor	9,631	3.0
Instructor	8,177	3.2
MAXIMUM SA	LARIES	
Professor	\$21,076	2.3
Associate professor	17,203	2.5
Assistant professor	14,195	2.9
Instructor	11,554	3.0

The mean scheduled salaries and the percentages of increases from 1970-71 to 1971-72 in 203 nonpublic institutions reporting both years are as follows:

Faculty rank	Mean scheduled salary, 1971-72	Percent increase over 1970-71
MINIMUM SA	ALARIES	
Professor	\$11,811	3.2
Associate professor	9,938	3.4
Assistant professor	8,376	3.2
Instructor	7,160	3.5
MAXIMUM SA	ALARIES	
Professor	16,741	3.4
Associate professor	13,682	4.1
Assistant professor	11,604	4.6
Instructor	9,478	4.6

Among institutions reporting both years, the percentages of increases of mean scheduled salaries in nonpublic institutions are somewhat larger than for public institutions.

TABLE 3.--SCHEDULED MINIMUM SALARIES OF PUBLIC FOUR-YEAR OR HIGHER DEGREE-GRANTING INSTITUTIONS, BY FNROLLMENT SIZE AND FACULTY RANK, 1971-72

RANK AND ITEM	28	UNIVERSITIES 5,000 TO	LESS THAN	PUBL IC	TOTAL
1	Σ N	666*6	5,000	COLLEGES 5	٠
PROFESSOR					
NUMBER OF INSTITUTIONS NUMBER OF FACULTY, ALL RANKS . SCHEDULED SALARIES	40 37,981	29	27 6,842	76 13,336	172 69,278
	8 5	2 2 5	55.	.,,	20
	5,03	4.2	4.36	•	503
LE 1	3,23	9	0,0	5	53
LOWEST	8,000 14,998	7,800 13,390	8,400	04	7,800
ASSOCIATE PROFESSOR					
INSTITUTIONS	40			1,	•
	37,981	611,11	6,842	13,336	69,278
		7.8	8.73	7.83	7
LE 3	2	8	3,10	1.80	2
•		1,5	99	46	Š
•	11,196	000 4 6	9,182	10,500	0
• • • • • • • •	٠,	9•,	7,80	8,55	7.0
• • • • • • • • • • • • • • • • • • • •	•	7	. 82	• 59	ð
ASSISTANT PROFESSOR					
INSTITUTIONS	40			76	~
NUMBER OF FACULTY, ALL RANKS .	37,981	11,119	6,842	13,336	69,278
	14,830	8	Š	14.830	44
LE 3	9.8	9.7			
MEDIAN	ď.	ď			32
COMPATILE 1	ō.	0	•	٦.	• 70
• • • • • • • • • • • • • • • • • • • •	9,748	7,500 9,332	7,500 9,804	7,500 9,552	000 • 6
INSTRUCTOR					
INSTITUTIONS				75	171
NUMBER OF FACULTY, ALL RANKS . Scheduled Salaries	37,981	11,119	6,842	13,321	69,263
	12,700	•	•30	~	•
		•	8	ũ	•
DIARTILE 1	•	•	٠ 5	6	•
		•	151	ď.	•
	8,227	7.941	007 49 611.8	000	5,000
			•	-	•

TABLE 4.--SCHEOULEO MAXIMUM SALARIES OF PUBLIC FOUR-YEAR OR HIGHER DEGREE-GRANTING INSTITUTIONS, BY ENROLLMENT SIZE AND FACULTY RANK, 1971-72

1 PROFESSOR	_	UNIVERSITIES	7		
	OR MORE	666.6	5.000		TOTAL
PROFESSOR	2	•	*	5	٠
INSTITUTIONS		7.0			
9	33,388	10,331	6,842	13,191	63,752
	7.5		r	,	i
	. 10	7.6	, ה ה	, r	2, 76 2, 16
	8	9,2		- 6	4,61
LE 1	,22	8,3		18	8.34
EDWEST	18,900	16,236	17,100	14,250	14,250
	0	0	1,3	2	1,23
ASSUCIATE PROFESSOR					
OF INSTITUTIONS				7.	
	37,981	11,119	6,842	13,336	271 69.278
ED SALARIES		•	•	1	
•	6,50	5,50	8,54	6,5	8.54
•	8,15	6,93	7,80	9,2	7,80
	91.7	90 • 9	6,50	0,9	6,40
• • • • • •	5,03	, o	5,08	5.0	5,03
TEAN	12,140	14,715	14,580	13,300	13,140
		1		•	711
ASSISTANT PROFESSOR					
OF INSTITUTIONS	4	29		76	
FACULTY	37,981	11,119	6,842	13,336	69,278
LARIES	6				
	20,830	20,830	24,362	20,830	•
	4.11		2,20	ָ סינסי	5,19
LE 1	1.90	2.40	7.40	7 6 6	200
•	1,40	000	1,80	6	
• • • • • • • • • • • • • • • • • • • •	4,52	3,74	4,43	9.0	4,10
INSTRUCTOR					
INSTITUTIONS				74	
NUMBER OF FACULTY, ALL RANKS . Scheduleo Salaries	37,981	11,119	6,842	13,321	69,263
	,	7.1	9.0	7.15	,
LE 3	12,600	11,756	2	53;	2.38
•	ō	9.0	0,5	0, 70	0,80
QUARTILE 1	10,800	10,200	9,675	10,000	10,075
•	8,800	8,5	8	6	8,40
• • • • • • • • • • • • • • • • • • • •	11,678	11,161	_	25	, 32

TABLE 5. --SCHEDULED MINIMUM SALARIES FOR FACULTY IN NONPUBLIC FOUR-YEAR UR HIGHER DEGREE GRANTING INSTITUTIONS, BY TYPE, 1971-72

FACULTY RANK AND ITEM	NONPUBLIC 5,000 OR MORE	UNIVERSITIES LESS THAN 5,000	1,000 OR MORE	NONPUBLIC COLLEGES 500 TO 999	LESS THAN 500	TOTAL
1	8	m	4	ĸ	•	•
PROFESSOR						
NUMBER OF INSTITUTIONS NUMBER OF FACULTY, ALL RANKS . CHEDINED CALABLES	3 1,383	17 3,050	103	98	1, 725	292
HIGHEST	0	16,000	18,000	17,500	18,000	18,000
QUARTILE 3	0	13,923	14,000	12,700	12,500	13,200
MEDIAN	ى د	12,125	12,600	11,000	11,000	12,000
,	0	8.460	0000	00000	10,400	10,500
MEAN	0	12,446	12,709	11,207	1,563	11,919
ASSOCIATE PROFESSOR						
OF INSTITUTIONS	ĸ		£01	8		3
	1,383	3,050	10,441	4,808	1,725	21 407
SCHEDULED SALARIES HIGHEST	c	13.050	7.	r	9	4
OLIANTILE A COLOR OF THE PARTY	o c	11.226	14,500	13,200	10,000	15,000
		10,300	10.600	001401	0.550	11,000
QUARTILE 1	0	9,625	9,650	8,475	8,907	000.6
LOWEST	0	7,380	7,400		2,900	5 900
MEAN	0	10,464	10,564	•	9,915	10,028
ASSISTANT PROFESSOR						
ONS	m		0	66	7.1	293
FACULTY, ALL RANKS	1,383	3,050	10,441	4,808	1,725	21,407
SCHEDULEU SALAKIES	c		r		200	
QUARTILE 3	0		9.500	8.712	9.200	000 4 5 1
MEDIAN	0			8,000	8,500	8,500
QUARTILE 1	0	•	•	7,487	7,500	7,567
MEAN	00	5,310 8,602	6,500	4,550 8,024	5,400 8,527	4,550
INSTRUCTOR						
OF INSTITUTIONS	m	17	0	97	61	280
NUMBER OF FACULTY, ALL RANKS . SCHEDULED SALARIES	1,383	3,050	10,359	4,710	1,597	21,099
HIGHEST	00	360	10,500	9,500	10,000	10,500
NATCHE NATCHE	> c	0004	9400	0000.5	7,040	0684
QUARTILE 1	0	6.125	000.7		000	0. 4.
LOWEST	0	4.500	5,150		4.800	4.500
MEAN	0	7,089	7,447	7,045	7,106	7,211



TABLE 6.--SCHEDULED MAXIMUM SALARIES FOR FACULTY IN NONPUBLIC FOUR-YEAR OR HIGHER DEGREE GRANTING INSTITUTIONS, BY TYPE, 1971-72

Name Registry 1, 1393 2, 713 9, 016 3, 820 1, 627 1,	FACULTY RANK AND ITEM	NONPUBLIC L 5,000 OR MORE	UNIVERSITIES LESS THAN 5,000	1,000 OR MORE	NONPUBLIC COLLEGION 500 TO 999	GES LESS THAN 500	TOTAL
Control of the cont	1	~	ĸ	*	ĸ	•	
Color Colo	PROFESSOR						
1,000 1,00	OF INSTITUTIONS OF FACULTY, ALL RANKS	, 38	1 • 70	•01	7,82	99	25 8,54
STATE STAT	HIGHEST	00	N C	32,767	~ r	26,000	32,767
THE I	MEDIAN	0	5 6	18.241	- 6	15,000	19,000
The property of the property	LE 1	0	S	15,600	וחו	13,000	14.500
DEFINITION DEF		00	26	11,000	യഗ	7,400	7,400
Color Colo					ŀ		5
Color Colo	OF INSTITUTIONS		16	0	86		0
	OF FACULTY, ALL RANKS FD SALARIFS	, 38	, 93	0,44	, 78	,72	1,26
Name		0	24,000	ω.	19,500	20,000	•
15 15 15 15 15 15 15 15	QUARTILE 3	0	16,200	ò	14,000	13,876	Š
INT PROFESSOR OF FACULTY, ALL RANKS		0 0	15,140	÷,	13,000	12,645	e i
NY PROFESSOR 1,383 3,050 14,781 12,926 12,832 12,832 12,832 12,832 12,832 12,832 12,832 12,832 1,725 1,7		00	11,025	, 0	686.11	11,450	2
OF INSTITUTIONS 3 17 103 99 71 OF INSTITUTIONS 1,383 3,050 10,441 4,808 1,725 OF FACULTY, ALL RANKS 1,383 3,050 17,300 16,586 17,000 III SALARIES 0 18,000 17,300 16,586 17,000 AN 0 12,000 17,300 16,586 17,000 AN 0 12,000 12,225 11,000 10,900 AN 0 12,000 11,387 9,475 9,475 1 C 0 12,600 12,419 11,032 10,914 1 C 0 12,865 12,419 11,032 10,914 1 C 0 12,865 12,419 11,032 10,914 1 C 0 12,865 12,419 11,032 10,914 1 C 1 1,400 14,400 14,400 14,400 14,400 ED SALARIES 1,590 14,400 14,400 14,400 14,400 14,400 IILE 3 0 0 10,000 <td></td> <td>0</td> <td>15,502</td> <td>•</td> <td>12,926</td> <td>12,832</td> <td>'n</td>		0	15,502	•	12,926	12,832	'n
OF FACULTY, ALL RANKS 1,383 3,050 10,441 4,808 1,725 OF FACULTY, ALL RANKS 1,383 3,050 10,441 4,808 1,725 ILD SALARIES 0 18,000 17,300 12,000 12,000 IFILE 3 0 13,879 13,106 12,000 12,000 ITILE 1 0 11,500 10,907 10,900 ITILE 1 0 12,865 11,000 6,800 6,400 ITILE 1 0 12,865 12,419 11,032 10,914 ITILE 1 0 12,865 12,419 11,032 10,914 ITILE 1 0 12,865 12,419 11,032 1,590 ITILE 1 0 12,419 11,032 1,590 ITILE 1 0 14,000 14,000 14,000 OF FACULTY, ALL RANKS - 1,383 3,050 14,200 12,700 OF FACULTY - 0 14,000 14,000 14,000 OF FACULTY - 0 14,000 14,000 9,000 OF SALARIES 0 10,000 9,000 9,000 OF SALARIES 0 10,000 9,000 9,000 OF SALARIES 0 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>							
OF FACULTY ALL RANKS . 1,383 3,050 10,441 4,808 1,725 LED SALARIES . 1,383 3,050 10,441 4,808 1,725 LEST	OF INSTITUTIONS		-	0	66	7.1	293
Fig. 1	OF FACULTY, ALL RANKS LED SALARIES	, 38	• 05	77.0	•	,72	1,4
The state 12,000 12,000 12,000 12,000 12,000 12,000 12,000 12,000 12,000 12,000 12,000 10,900 10,900 11,000 11,000 11,000 11,000 11,000 11,000 11,000 11,000 11,000 11,000 12,419 11,000 11,000 12,410 11,000 12,410 11,000 12,410 11,000 12,410 11,000 12,410 11,000 12,410 11,000 12,410 11,000 12,410 11,000 12,410 11,000 12,410		0	8	7	ó	17,000	18,000
TITLE 1	COAKIILE 3	0 0	ų,	ě	2	12,000	12,795
ST ST ST ST ST ST ST ST	QUARTILE 1	o c	, .	2 .	- 0	10,900	11,500
1.0865 12,419 11,032 10,914		0	. 6	•	008.9	6.400	245401
OF INSTITUTIONS 3 17 103 95 61 21, OF FACULTY, ALL RANKS 1,383 3,050 10,441 4,620 1,590 21, OF FACULTY, ALL RANKS 0 14,000 14,000 14,000 14,000 14,000 14,000 IEST 0 10,735 10,633 9,762 10,000 9,000 9,100 ITLE 0 10,000 9,025 9,000 9,000 9,000 9,100 ST 0 10,168 9,927 9,167 8,990 9,		0	2	2	1	10,914	11,614
OF INSTITUTIONS	INSTRUCTOR						
UN FACULITY ALL RANKS . 1,383 3,050 10,441 4,620 1,590 21, ED SALARIES	OF INSTITUTIONS	į	-	10	96	•	7
EST	UF FACULIY, ALL RANKS ED SALARIES	, 38	• 05	44.0	4,620	, 59	1,08
AN	HIGHEST	0 (14,000	14,200	~	14,000	4
FILE 1	MODERN S	5 (10,735	10,633		10,000	ò
57	DUARTILE 1	-	000,01	9,850	000 6	000.6	•
0 10,168 9,927 9,167 8,990 9,	LOWEST	၁ ပ	7.400	7,170	9,000	•	
	MEAN	0	10,168	9,927	9,167		

13

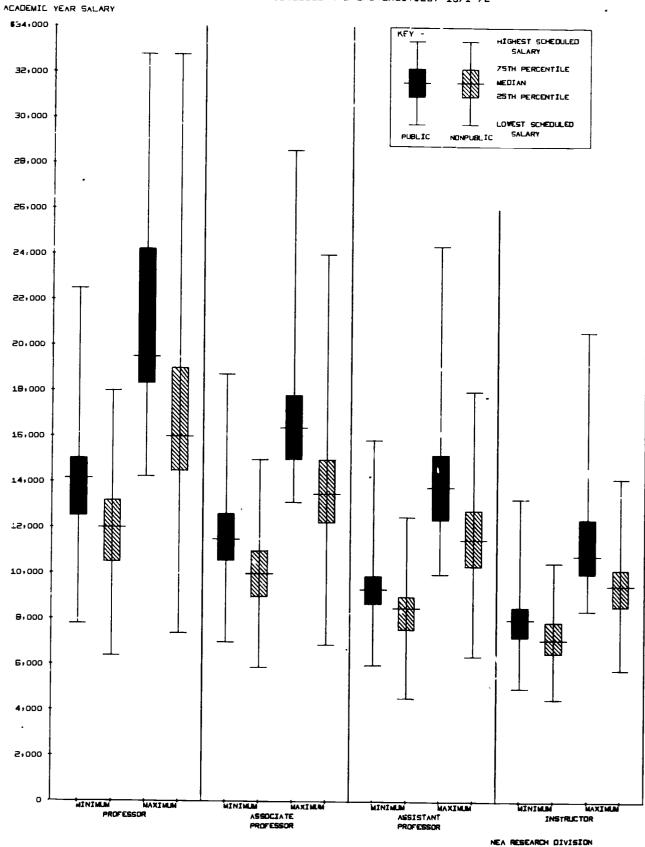
TABLE 7.—MEAN SCHEDULED MINIMUM AND MAXIMUM SALARIES OF PUBLIC AND NONPUBLIC FOUR-YEAR OR HIGHER DEGREE GRANTING INSTITUTIONS, 1965-65 TO 1971-72

l		Ħ	ase														_		
	ublic	Percent	increase	17				: •	9		4	3.6			9	9.9	5.0	r.	4.6
ctor	Nonp	Mean Perc	salary	16			15616	5.961	6.316	6.640	6.958	7,211		7.236	7.678	8.181	8.586	9.062	9,478
Instructor	ic	Percent	increase	15			;	80	00	7.7	6.2	3.4		:	14.3	3.6	9.6	7.9	1.6
	Public	Mean	salary	4.			5.975	6.621	6.871	7.397	7.854	0,124		8.090	9.248	9.579	10,407	11,154	11,327
	blic	Percent	increase	13				6.1	90,00	5.2	5.0	3.2		:	7.5	7.6	5.7	5.4	4.7
rofessor	Nonpublic	Mean	salary	12			\$ 6.603	7,003	7.406	7.794	8,184	8,447		8,610	9,252	9,55%	10,520	11,092	11,614
Assistant professor	ic	Percent	increase	11			:	11.8	4.9	6.7	6.3	3.5		:	15.8	5.0	8.8	7.2	2.7
	Public	Mean	salary	10	ADIEC	TUTES	\$ 6.972	7,797	8,180	8,727	9,273	9,600	ARIES	9,615	11,137	11,779	12,815	13,733	14,109
l i	blic	Percent	increase	6	TIM CAL	THE MICH	:	7.1	6.3	5.0	4.5	3.8	IUM SAL/	:	7.5	7.8	5.2	5.2	4.9
professor	Nonpublic	Mean	salary	8	SCHEDIII EN MINIMIM SALABIES		\$ 7,721	8,267	8,787	9,230	9,658	10,028	SCHEDULED MAXIMUM SALARIES	10,212	10,973	11,825	12,439	13,089	13,734
Associate professor	i.	Percent	increase	7	CHEDIII		:	13.0	5.4	7.3	5.8	3.4	CHEDULE	:	15.8	6.3	8.6	6.5	2.7
	Public	Mean	salary	9		•	\$ 8,351	9,440	9,950	10,676	11,299	11,684	ъ	11,574	13,405	14,255	15,653	16,678	17,120
	blic	Percent	ıncrease	5			:	7.9						:	6.7	7.5	0.9	4.4	4.8
sor	Nonpublic	Mean	salary	4			\$ 9,137	9,856	10,487	11,051	11,465	11,919		12,640	13,491	14,497	15,365	16,036	16,798
Professor	ic	Percent	increase	3			:	15.4	5.0	7.4	0.9	3.0		:	11.2	5.9	10.7	7.4	4.0
	Public	Mean	salary	2			066'6 \$	11,525	12,099	12,999	13,783	14,201		14,584	16,221	17,171	19,015	20,426	21,238
	Type of scheduled	salary and	academic year	1			1965-66	1967-68	1968-69	1969-70	1970-71	1971-72		1965-66	1967-68	1968-69	1969-70	1970-71	1971-72

NOTE: The numbers of institutions reporting by year are as follows: 1965-66-194 public, 274 nonpublic; 1967-68-164 public, 233 nonpublic; 1968-69-155 public, 385 nonpublic; 1969-70-168 public, 317 nonpublic; 1970-71-152 public; 1971-72-172 public, 293 nonpublic.

FIGURE I

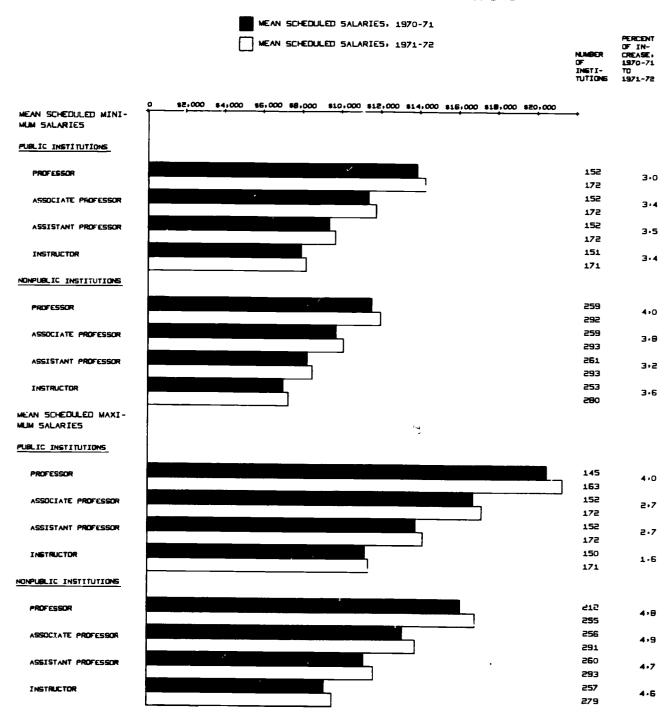
MEDIAN SCHEJULED MINIMUN AND MAXIMUM SALARIES IN PUBLIC
AND NONPUBLIC COLLEGES AND UNIVERSITIES, 1971-72



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FIGURE II

MEAN SCHEDULED MINIMUM AND MAXIMUM SALARIES IN PUBLIC AND NONPUBLIC COLLEGES
AND UNIVERSITIES, BY FACULTY RANK, 1370-71 AND 1971-72



NEA RESEARCH DIVISION



PROVISION FOR SCHEDULED SALARY INCREMENTS

USE OF A SYSTEM of scheduled increments is described in 84 or about half (48.8 percent) of the 172 public institution salary schedules. Almost 3 in 10 (27.3 percent) of the 293 public institution salary schedules provide a system of scheduled increments.

The characteristics of the increment structure are reviewed in Table 8 which shows by type of institution the number, amounts, and total amounts added by regular increments. For the institutions having multiple salary scales within ranks based on academic preparation completed, the most representative preparation levels are:

Professor-Doctorate
Associate professor-Doctorate, or next highest level below doctorate
Assistant professor-Master's plus 1 year, or next highest level below master's plus 1 year
Instructor-Master's degree

Numbers of Increments

The number of scheduled increments provided in the salary schedules of 4-year institutions ranges from one to 26 with differences by rank and by type of institution. The mean number of increments among public institutions is seven for each rank. In nonpublic institutions, the mean number of increments is nine for professor, is eight for the two middle ranks and seven for instructor. Among public institutions the mean number of increments tends to be at least one greater in the universities than in the other groups. The mean numbers of increments in nonpublic universities are higher than in nonpublic colleges by one increment at the associate professor and assistant professor rank and by two increments at the rank of instructor.

Amounts of Increments

The amount of each scheduled increment ranges from \$100 to \$2,752 with differences by

rank and by institution. The mean amounts are largest at the top rank (\$961 in public institutions and \$529 in nonpublic institutions) and range downward to the rank of instructor where the mean is \$453 in public institutions and \$349 in nonpublic institutions. The mean amounts of increments in the schedules of public institutions are highest in the universities and next highest in public institutions in state systems at all ranks. The mean amounts of increments in nonpublic universities are not widely different from the mean amounts for the same rank in the nonpublic colleges. The differences range between \$69 for instructors and \$172 for professors.

Total Amount Added by Increments

The total amount added by all increments in a given rank range from \$309 to \$17,982. In public institutions the mean total amount added by all increments is \$6,323 for professors, \$4,761 for associate professors, \$3,838 for assistant professors, and \$2,973 for instructors. A similar pattern is observed among nonpublic institutions with the mean amounts ranging from \$4,206 for professors down to \$2,026 for instructors.

Increment Structure by Groups of Institutions

Comparison of public and nonpublic institutions in the means listed in Table 8 suggests that the mean number of increments in public institutions is one less than the number for the same rank in nonpublic institutions; that the mean increment in public institutions ranges from one-fourth larger for instructors to more than three-fourths larger for professors than the amount for the same rank in nonpublic institutions, and the mean total amount added over all increments in public institutions is almost one-half larger than the amount for the same rank in nonpublic institutions.



TABLE 8 -- NUMBER, AMOUNT, AND TOTAL AMOUNT ACCEO BY REGULAR SALARY INCREMENTS IN PUBLIC AND NON-PUBLIC COLLEGES AND UNIVERSITIES, BY FACULTY RANK, 1971-72

NON POOLE	COLLEGES A		2111521 81 1				
FACULTY	UNIVER-	PUBLIC COL-	INSTITUTION: STATE	5	NON-PL UNIVER-	BLIC INST	TTUTIONS
RANK	SITIES	LEGES	SYSTEMS	TOTAL	SITIES	LEGES	TOTAL
1	2	3	4	5		7	8
PROFESSOR							-
NUMBER OF INCREMENTS							
H1GH	18	18	10	18	24	26	26
MEOIAN	7 2	7	5	6	6	8	8
MEAN	9	3 8	4 6	2 7	5 9	2 9	2
AMOUNT OF INCREMENT		•	Ū	•	7	7	7
HIGH	2,752	1.253	1,920	2.752	900	2,000	2,000
MEDIAN	1,170 225	724 300	796 612	812 225	657 495	486 100	500
MEAN	1,048	749	1,008	961	687	515	100 529
TOTAL AMOUNT AOOEO By Increments							
HIGH	16,515	11,263	9,600	16,515	12,800	17,982	17 003
MEOIAN	8,775	4,500	4,872	5,058	4,445	3,150	17,982 3,375
LOW	2,340	1,800	3,350	1,800	3,450	400	400
MEAN	8,070	5,586	5,988	6,323	5,713	4,075	4+206
NUMBER OF INSTITUTIONS	17	18	49	84	6	69	75
ASSOCIATE PROFESSOR							
NUMBER OF INCREMENTS HIGH	18	17	9		•	3-	
MEDIAN	10	17	5	18 6	24 6	30 7	30 7
LOW • • • • • • •	2	4	4	2	5	ż	ż
MEAN	9	8	6	7	9	8	8.
HIGH	1,398	1,095	1,175	1,398	729	1,166	1,166
MEDIAN	1,090	612	656	656	588	431	460
LOW	225 830	342 659	546 750	225 747	387	100	100
TOTAL AMOUNT ACCEC	030	0,74	750	141	574	444	454
BY INCREMENTS							
HIGH	9+811 7+260	8,156 4,650	6+276 4+008	9,811 4,600	9 • 300	12,400	12,400
LOW	2,340	2,000	2,850	2 , 000	3,848 3,000	3+000 400	3,000 400
MEAN	6+208	4,862	4,222	4,761	4,620	3,316	3,414
NUMBER OF INSCITUTIONS	17	18	49	84	6	74	80
ASSISTANT PROFESSOR							
NUMBER OF INCREMENTS							
HIGH	18 7	15 7	9	18	24	26	26
MEDIAN	2	4	5 4	6 2	7 5	7	7 1
MEAN	8	8	6	7	á	8	8
AMOUNT OF INCREMENT High	1 150	05.7					
MEDIAN	1+150 857	857 443	720 536	1+150 536	954 488	1,000	1,000
LOW	225	250	415	225	287	388 100	390 100
MEAN	688	528	564	581	524	382	393
TOTAL AMOUNT AOOEO By increments							
HIGH	8,496	6,000	5,148	8,496	6,900	9,500	9,500
MEDIAN	5,886	4,019	3,350	3,600	3,463	2,434	2,500
LOW	2,160 5,077	1,500 4,012	2 • 350 3 • 344	1.500 3.838	2,500 4,041	600	600
NUMBER OF INSTITUTIONS	17	18	49	84	6	2+652 74	2+756 80
INSTRUCTUR NUMBER OF INCREMENTS							
HIGH	18	11	9	18	24	26	26
MEOIAN	7	7	6	6	5	5	26 5
LOW	2	1	4	1	4	1	1
MEAN	8	6	6	7	8	6	7
н16н	1.080	635	728	1.080	666	1,300	1.300
MEDIAN LOW	635 225	345	440	440	388	300	317
MEAN	225 543	266 397	370 439	225 453	195 413	100 3 44	100 349
TOTAL AMOUNT ACCEC	- · -			400	417	744	347
BY INCREMENTS HIGH	7,318	4,450	6+552	7,318	4 700	4 000	
MEDIAN	4,450	2,600	2+358	2,712	4,700 2,050	6,900 1,573	6,900 1,785
LOW	810	309	1,480	309	1,875	325	325
MEAN	3,948	21543	2,735	2,973	2 1 6 6 3	1,971	2,026
NUMBER OF INSTITUTIONS	17	17	39	73	6	70	76

SALARIES SCHEOULED FOR FACULTY IN UNIVERSITIES AND COLLEGES, 1971-72

STATE AND INSTITUTION	PF M1N1- MUM	ROFESSOR MAX1- INCR. MUM		TE PROFESSOR MAXI- INCR. MUM		ANT PROFESSOR MAX1- INCR. MUM	1n: m1n!- mum	STRUCTOR MAX1 INCR. MUM
• - PUBLIC INSTITUTION								MOL
ALABAMA A & M UNIVERSITY	1 0 5 0 0			14000		11500	6500	9500
*ALABAMA STATE UNIVERSITY TUSKEGEE INSTITUTE	12500 12500	17300 11	10800		8400 8500	12270 11 11500	7500 6500	
ALASKA •UNIVERSITY OF ALASKA	19800	23175 15	16200	19575 15	1 2600	15975 15	9000	12375
ARIZONA Grano Canyon College Thunderbiro Grad Sch of MGMT	9000 11000	12860 6	8000 9700		7000 7925	9000 9465 6	6500 6160	8000 7705 6
ARKANSAS COLLEGE	15000	11000	13000	9000	1 1000	8000	9000	7000
HARDING COLLEGE INC HENDERSON STATE COLLEGE	8362	11764	7976	10879	7147	10879	6600	8200
SOUTHERN STATE COLLEGE		17500 19 15360	9243 8760		7614 8160		6912 7800	
CALIFORNIA AZUSA PACIFIC COLLEGE	9200	14520 11	7900	11990 11	7200	2000 7	4400	0140 5
 CAL ST COLL COMINGUEZ HILLS 	15036	19224	11808		9324	9900 7 11904	6600 8460	
 CAL ST COLL SAN BERNARDINO CAL ST POLY COLLEGE 		19224		15036	9324		8460	10800
*CAL ST POLY SAN LUIS OBISPO		19224 19224		15036 15036	9324 9324	11904 11904	8460 8460	
 CALIF ST COLL BAKERSFIELD 	1>036	19224	11808	15036	9324	11904	8460	
●CALIF ST COLL FULLERTON ●CALIF ST COLL LONG BEACH		19224 19224		15056 15036		11904	8460	
•CALIF ST COLL LOS ANGELES		19224		15036	9324	11904 11904	8460 8460	
•CALIF STATE COLL HAYWARD		19224 4	11808	15036 4	9324	11904 4	8460	
CALIFORNIA LUTHERAN COLLEGE Chapman College	11500 14000	17000 17500	9500		8000		7000	9000
CHICO STATE COLLEGE		19224		14500 15036	8000 9324		7000 8460	9000 10800
COLLEGE OF THE HOLY NAMES	12821	14135 2	10046	12211 4	8508	9849 3	7350	8103 2
●FRESNO STATE COLLEGE ●HUMBOLOT STATE COLLEGE	15036 15036	19224 19224	11808 11808	15036	9324		8460	
LA VERNE COLLEGE	10950	17300	9400		9324 7450		8460 5500	10800 8000
LONE TOUNTAIN COLLEGE	12900	15900 6	10100	13100 6	7800	10200 6	6800	9200 6
LOS ANGELES BAPT COLL SEM Mount St Mary S College	8000 12800	11800 15500 9	8000		8000		8000	
OCCIDENTAL COLLEGE	14500	15500 9 23500 · · ·	12200	13300 9 16000	8800 9500		7200 8500	9900 11200
OTIS ART INSTITUTE	13491	16803 4	11754		9693		•••	******
PACIFIC COLLEGE OF FRESNO PACIFIC LUTHERAN THEO SEM	11999 12000	14643 7		12231 7	8410	10229 7	6650	8618
SACRAMENTO STATE COLLEGE	15036	15000 19224	11300 11808	13000 15036	10000 9324	12200 11904	8460	10800
SAINT MARY S COLL OF CALIF	16190	19340 6	12000	7 440 د .	9765		8615	9975
◆SAN OIEGO STATE COLLEGE ◆SAN FERNANDO VALLEY ST COLL	15036 15036	19224 19224		15036	9324		8460	10800
SAN FRANCISCO STATE COLLEGE	15036	19224		15036 15036	9324 9324		8460 9460	10800 10800
SAN FRANCISCO THEO SEM		14500 5	9000	11000 2	7500	8500 l		
●SAN JOSE STATE COLLEGE ●SONOMA STATE COLLEGE		19224 19224		15036		11904	8460	10800
SOUTHERN CALIFORNIA COLLEGE		11900 15		15036 11300 13	9324 0400		8460 6200	.∪800 ··· 9040 ···
STANISLAUS STATE COLLEGE	15036	19224	11808	15036	9324		8460	10800
•U OF CAL SAN FRAN MED CENTER U OF SAN DIEGO COLL FOR MEN		25700 5		17800 4	10200		8800	8800
PUNIV OF CAL HASTINGS C LAW	1250u 16100	17588 ··· 25700 5		14775 17800 4	8000 10100	13367 13800 5	7000 8800	9850 8800
*UNIV OF CAL SANTA BARBARA	16100	25700 5	13100	17800 4	10200	13800 5	8800	8800
OUNTY OF CALIF BERKELEY OUNTY OF CALIF LOS ANGELES	16100			17800 4	10200		8800	8800
OUNIV OF CALIF RIVERSIDE	16100 16100	25700 5 25700 5		17800 4 17800 4	10200 10200	13800 5 13800 5	8800 8800	8800 8800
OUNTY OF CALIF SAN UIEGO	16100	25700 5	13100	17800 4	10200	13800 5	8800	8800
OUNIV OF CALIF SANTA CRUZ OUNIVERSITY OF CALIF DAVIS	16100 16100	25700 5 25700 5		17800 4 17800 4	10200	13800 5 13800 5	8800	8800
OUNIVERSITY OF CALIF INVINE	16100			17800 4	10200 10200	13800 5	8800 8800	8800 8800
COLORADO *ADAMS STATE COLLEGE	12049	18000	11000	130/0		11000		
COLORADO COLLEGE	13968 14300	18000 21200		13968 14500	8856 9600	11088 11400	7200 8500	8856 10000
LORETTO HEIGHTS COLLEGE	11000	16000	8800	11600	7200	9600	6000	8000
•METROPOLITAN STATE COLLEGE •WESTERN STATE COLLEGE	14550 14550	18750 5 18750 6		13730 4 14050 5	9230 9230	11250 6 11170 5	7500 7500	8630 3 8880 4
CONNECTICUT								
ALBERTUS MAGNUS COLLEGE	12500	16000		13000	9500		3500	9700
●CENTRAL CONN STATE COLLEGE ●EASTERN CONN STATE COLLEGE	16098	19770 6		17078 6		13626 6		12537
SOUTHERN CONN STATE COLLEGE	16098 16098	19770 6 19770 6		17078 6 17078 6	11336	13826 6 13826 6	10179 10179	12537 12537
●U S COAST GUARD ACADEMY	17599	22621	13187	20827	10277	15708	8531	11441
UNIVERSITY OF BRIDGEPORT OUNIVERSITY OF CONNECTICUT	13000 17000	25000 29900 15		21000	9000	18000	6000	13000
*WESTERN CONN STATE COLLEGE	16098	19770 6		21260 11 17078 6	10000 11336	15830 11 13826 6		13200 13 12537
OELAWARE •OFLAWARE STATE COLLEGE	1 4000	19000	11500	15500	9500	13000	9000	11000
OISTRICT OF COLUMBIA •D C TEACHERS COLLEGE	16585	24055 10	13270	19255 10	10380	14540 9	8525	11500 7

SALARIES SCHEDULED FOR FACULTY IN UNIVERSITIES AND COLLEGES, 1971-72

STATE AND INSTITUTION		OFESSOR MAX1- INCR. MUM				NT PROFESSOR MAX1- INCR. MUM		TRUCTOR MAX1 INCR. MUM
• - PUBLIC INSTITUTION								
DISTRICT OF CULUMBIA •FEDERAL CITY FULLEGE GALLAUDET COLLEGE TRINITY COLLEGE	16585 18000 12500	24055 27500 26	13270 14500 10000	19255 22000 30 12600	10380 12500 9000	14540 16500 16 10500	8525 10500 8000	11500 7 14000 9500
FLORIDA EDWARD WATERS COLLEGE FLORIDA PRESBYTERIAN CULLEGE FORT LAUDENDALE UNIVERSITY SAINT LED COLLEGE UNIVERSITY OF TAMPA	11000 13000 11500 12300 9500	15000 20000 14000 16500	9000 10000 9500 10500 7500	12000 14000 12000 14060	8400 8500 8500 9000 7000	10000 11500 10000 12040	7500 7000 8000 7200 6000	8800 9000 9000 9640 9000
GEDŘGIA CLARK CDLLEGE CDVENANT CULLEGE	11000 11500	15800 13700 10	9100 10200	13600 12400 10	8100 8900	12000 10340 10	7000 7600	9500 9040
HAWAII CHAMINADE COLL OF HUNDLULU HAWAII LOA COLLEGE •UNIVERSITY OF HAWAII		16920 8 20898 6 21852 7	10620 12222 12624	13932 8 16380 6 16608 7	8640 9576 9600	11376 8 12834 6 12624 7	7092 7500 7596	9252 8 10056 9984 7
1DAHO •UNIVERSITY OF 1DAHU	14000	20500	11500	16500	8500	14000	7500	10500
ILLINDIS BARAT COLLEGE ELMHURST COLLEGE GEURGE WILLIAMS COLLEGE ILL BENEDICTINE COLLEGE ILLINDIS COLLEGE LAKE FOREST COLLEGE LEWIS COLLEGE MACMURRAY COLLEGE SCH OF ART INST OF CHICAGO SPERTUS COLLEGE OF JUDAICA INDIANA BALL STATE UNIVERSITY FORT WAYNE BIBLE COLLEGE GRACE COLL THEOLOGICAL SEM	13500 13000 15580 13010 12000 15000 12120 12800 13500	19000 20000 20500 16385 9 17000 25000 13898 19300 21000	11500 12000 11840 10990 10000 13500 10605 12300 10500	15000 16000 15580 13970 9 14000 17500 12099 14700 18000	8000 10000 9191 8500		8500 7000 7650 8420 7000 7500 8100 8000 7200 8500	11000 9500 8600 9110 3 9000 10000 9756 10200
INDIANA •BALL STATE UNIVERSITY FORT WAYNE BIBLE COLLEGE GRACE COLL THEOLOGICAL SEM HUNTINGTON COLLEGE MANCHESTER COLLEGE MARIAN COLLEGE	15501 8000 8875 11237 14000 13000	19634 10500 9 11450 13486 19000	13006 7000 8350 9964 11500 10500	16410 9500 9 10900 11955 16000	9117 6000 7250 8267 9000 8800	15194 8500 9 10375 9920 13000	7204 5000 6825 7227 7500 8000	11093 6500 5 9950 8672 10000
IUMA BUENA VISTA COLLEGE CENTRAL COLLEGE OIVINE MORU COLLEGE LORAS COLLEGE LUTHER CULLEGE MARTBURG THEOLUGICAL SEM	11000 11000 10000 8200 15473 11000	17000 20000 16000 20 23500 26 20093 19000	9500 9000 9000 8100 13053 9000	15000 18000 14400 20 20500 26 17453 17000	8500 8000 8000 7800 10143 8500	13500 13000 12800 20 17300 26 14703	7500 7000 7000 7300 8664	11000 10000 11200 20 14200 10611
KANSAS BETHANY COLLEGE •KANSAS STATE UNIVERSITY KANSAS WESLEYAN MCPHERSON COLLEGE MID AMERICA NAZARENE COLLEGE STERLING CULLEGE TABOR CULLEGE	11000 13230 10000 8570 11000 10500			13500 14850 12500 10750 11500 12000	7500 9000 7500 6710 7000 7300 7000	9500 10000	6500 6570 7000 6500 6500 6500	8000 9000
KENTUCKY BEREA COLLEGE GEORGETOWN CULLEGE •KENTUCKY STATE COLLEGE KENTUCKY WESLEYAN COLLEGE	12300 11000	17900 18700 16000	10000 95 00	14200 14400 13600	8400 8700	12300 ··· 11600 ··· 12500 ··· 10000 ···	7400 7300 8000 6000	
LOUISIANA *GRAMBLING COLLEGE *LOUISIANA TECH UNIVERSITY *MCNEESE STATE UNIVERSITY *NICHOLLS STATE UNIVERSITY *NORTHWESTERN ST UNIV OF LA *SOUTHEASTERN LOUISIANA UNIV *SOUTHERN UNIV BATON ROUGE *SOUTHERN UNIV NEW URLEANS *U OF SOUTHWESTERN LUUISIANA	10000 10000 10000 10000 10000 10000	19500 19500 19500 19500 19500 19500 19500	9000 9000 9000 9000 9000 9000 9000	16500 16500 16500 16500 16500 16500 16500	8200 8000 8000 8000 8000 8000	15500 15500 15500 15500 15500 15500 15500	6500 6500 6500 6500 6500 6500	11500 11500 11500 11500 11500 11500 11500
MAINE BATES COLLEGE COLBY COLLEGE	14300		12200	16100	10200	13700		10700 12000
MARYLAND *BOWIE STATE COLLEGE COLUMBIA UNION COLLEGE *COPPIN STATE COLLEGE *FRUSTBURG STATE COLLEGE *MURGAN STATE CULLEGE	13000 10600 13000	20000 10 11000 2 20000 10 20000 10	11000 10100 11000 11000	16400 9 10500 2 16400 9	9000 9200 9000 9000	13000 8 10000 4 13000 8 13000 8	7500 8200 7500 7500	10700 5

SALARIES SCHEOULED FOR FACULTY IN UNIVERSITIES AND COLLEGES, 1971-72

STATE AND INSTITUTION		OFESSOR Max1- Incr Mum		E PROFESSOR MAX1- INCR. MUM		ANT PROFESSOR MAX1- INCR. MUM		STRUCTOR MAX1 INCR. MUM
• - PUBLIC INSTITUTION								
MARYLAND								
MOUNT SAINT MARY S COLLEGE	12500		10000	14000 8	8500	12000 8	7000	10000
•SALISBURY STATE COLLEGE •TOWSON STATE COLLEGE	13000 13000	20000 10 20000 10	11000 11000	16400 9 16400 9	9000 9000	13000 8 13000 8	7500 7500	10700 8 10700 8
UNIVERSITY OF BALTIMORE	10500		9500	13775 9	8000	11600 9	7000	9100 6
MASSACHUSETTS								
	12500	18500	10500	14000	8500	12000	7500	10000
ANNA MARIA COLLEGE	12500	18500	10600	12800	9200	10800	8000	9200
BABSON COLLEGE BOSTON STATE COLLEGE	15000 13936	24840	12000 11460	19000 19991	9000 9516	16000 1590	6000 7956	12000 12695
*BRIDGEWATER STATE COLLEGE	13936	24840	11461	19991	9516	15902	7956	12696
CURRY CULLEGE EMERSON COLLEGE	12500 12000	19000	9500 10500	14500 16000	8000 9000		7000 6500	10000 10500
EPISCOPAL THEOLOGICAL SCHOOL	10000		8500	9500	7500	8500	6500	6500
*FITCHBURG STATE COLLEGE	13936	24840	11461	19991	9516		7956	12696
●FRAMINGHAM STATE CULLEGE ●LOWELL STATE COLLEGE	13936	24840 24840	11461 11461	19991 19991	9516 9516	15902 15902	7956 7956	12696 12696
*LOWELL TECHNOLOGICAL INST	17022	28285 12	13718	21874 13	9984		9079	12423 12
MASS COLL OF OPTOMETRY		24000	15000 11461	20000 19991	12000	15000	10000 7956	12000 12696
●MASS MARITIME ACADEMY ●MASSACHUSETTS COLL OF ART		24840 24840	11461	19991	9516 9516	15902 15°02	7956	12696
MERRIMACK COLLEGE	12125	15575 6	10350	13800 6	8800	12125 7	8000	9875 5
ONORTH ADAMS STATE COLLEGE SALEM STATE COLLEGE	13936 13936	24840 24840	11461 11461	19991 19991	9516	15902 15902	7956 7956	12696 12696
SIMMONS COLLEGE	13000	20000	11000	16000		13000	7000	10000
STONEHILL COLLEGE	13700	18520 6	10800	14500 6	8500		7400	9000 4
*UNIV OF MASS AT AMHERST *UNIV OF MASS AT BOSTON	14000	29325 29325	12000 12000	26500 26500	9000 9000		6400 6400	15370 15370
WELLESLEY COLLEGE	14000 17000		13900	16900 6	11100	13500 6	9700	10600
WESTERN NEW ENGLAND	11500 13936	18000	16000	14500	8500	12000	7500	10000
•WESTFIELO STATE COLLEGE WHEELOCK COLLEGE	13936 13000	24840 20000	11461 9500	19991 15500	9516 8500	15902 13500	7956 7000	12696 11500
*MORCESTER STATE COLLEGE	13936	24840	11461	19991	9516	15902	7956	12696
MICHICAN								
MICHIGAN Calvin College	12480	15600 8	10920	13260 6	9360	12870 9	7800	9750 5
CALVIN SEMINARY	12870	15600 7	10530	12480 5	9750	10920 3	•••	• • • • • • •
●EASTERN MICHIGAN UNIVERSITY GRACE BIBLE COLLEGE	14000 9702	11521	11250 8368	19400 10551	8900 7276	15900 ··· 9399 ···	7250 6064	12800 7883
HILLSOALE COLLEGE	12500	18500	9500	14500	7500		6500	9500
HOPE COLLEGE	12000	18500	10600	16100	8500	13000	8300	10350
MADONNA COLLEGE Mercy College of Detroit	10800 12000	15050 16000	9510 10500	11640 13500	8720	10900 11500	7020 7500	8750 9500
OWOSSO COLLEGE	9200	13000 10	7600	11000 10	7200		6500	8900
SACRED HEART SEMINARY		16200	11700	14000	9100		7000	9600
SHAW COLLEGE AT DETROIT ST. MARYS COLLEGE	12000 13000	15500 7 15000 4	9500 11000	12500 6 12750 4	8500 9000	10000 3 10750 4	7500 7000	9000 8750
.MAYNE STATE UNIVERSITY	14000	28000	11500	21000	9000	16500	7600	11000
WESTERN THEOLOGICAL SEM	10000	13000	9500	12500	9000	12000	8500	11500
MINNESOTA								
AUGSBURG COLLEGE	12600 10900 10900 14280	17000	10000	13500	8800	11800	7000	9200
BETHEL COLLEGE Bethel Seminary	10900	15600 15600	8900 8900	12500 12500	7400 7400	10200 10200	6500 6500	8000 8000
COLLEGE OF ST BENEOICT	14280	19760	11660	13520	8840		8000	9525
HAMLINE UNIVERSITY	16500	22000		16500		12500		10000
SAINT OLAF COLLEGE	14500	23000	10600	16100	9300	13100	8500	11500
MISSISSIPPI								
*JACKSON STATE COLLEGE	10920	18060 18	10140	16380 17 10400 4		12960 15 8775 2	7260 7475	10560 10 7800
REFORMED THEOLOGICAL SEM RUST COLLEGE	9000	13000 7 15000		10500	8125 7000		5000	6500
OUNTY OF MISSISSIPPI	11000	•••	9000	15000		10000	6500	8500
MISSOURI								
CALVARY BIBLE COLLEGE	6500	9000 13	6000	7000 5	5500	6500 5	5000	6000 5
CENTRAL METHODIST CULLEGE		12270	6544	8990	5317		4908	6135
CONCOROIA SEMINARY Culver Stockton College	7200 10000	9000	6800 9000	7750 15000	4550 8000	6800 12000	7000	10000
FONTBONNE SOLLEGE	11620		9450	12600		10750	7000	8610
MARILLAC COLLEGE	10000	18000	9000	14500		10500	7000 6500	8500 6 7500
MISSOURI SCHOOL OF RELIGION *NORTHEAST MISSOURI ST COLL ST PAUL SCHOOL OF THEOLOGY	11900	16000 9	10000		8000 8500	9500 14100 8	8300	11100
ST PAUL SCHOOL OF THEOLOGY	12000	16000		13500		12000	6000	9000
MONTANA								
	11500	•••	10000	•••	8500	10500	7500	8500
NEBRASKA								
NEVAUA •UNIVERSITY OF NEVADA	14075	18825 10	10825	15925 12	8750	12500 10	6725	9975 10
					2.20			
NEW HAMPSHIRE Oartmouth College	16000	28000	13250	17250	10000	14000	8000	10750
NEW ENGLAND COLLEGE		15400 3		13000 5		11600 6	8200	9500 3
NEW JERSEY								
BLOOMFIELO COLLEGE	13500	17580	11100	13500	9780	12780	8820	9900

TABLE 6.--SALARIES SCHEDULED FOR FACULTY IN UNIVERSITIES AND COLLEGES, 1971-72

STATE AND INSTITUTION	PR Mln1- MUM	OFESSOR Max INCR. MUM		TE PROFESSOR MAX1- INCR. MUM	ASSIST MINI- MUM	ANT PROFESSOR MAX1- INCR. HUM	ln: Mln!- MUM	STRUCTOR Max1 Incr. Mum
• - PUBLIC INSTITUTION								
NEW JERSEY CALDWELL COLLEGE GLASSBORD STATE COLLEGE JERSEY CITY STATE COLLEGE MONTCLAIR STATE COLLEGE NEWARK COLL OF ENGINEERING NEWARK STATE COLLEGE PATERSUN STATE COLLEGE RUTGERS THE STATE UNIVERSITY SAINT PETERS COLLEGE SETON HALL UNIVERSITY TRENTON STATE COLLEGE UPSALA COLLEGE	10000 16244 16244 16244 16244 16244 16244 13500 14500 16244 14000	16000 3 21116 6 21116 6 21116 6 21116 6 21116 6 21116 6 32759 6 	9000 13363 13363 13363 13363 13343 12727 11000 11500 13343	12500 3 17371 6 17371 6 17371 6 17371 6 17371 6 17371 6 21116 6 21116 6 15000	8000 10944 10994 10944 10944 10944 10470 10630 8600 10944	9200 3 14294 6 14294 6 14294 6 14294 6 14294 6 14294 6 13371 6 13000 11100 5 14294 6 14000	7200 9044 9044 9044 9044 9044 8613 8500 7100 9044	810C 3 11756 6 11756 6 11756 6 11756 6 11756 6 11756 6 14294 13 11500 9100 5 11756 6
NEW MEXICO University of Albuquerque	11400	17400 10	9400	14400 10	7400	11400 10	6400	9400 9
NEW YORK ALFRED UNIVERSITY BARNARD COLLEGE **BERNARD BARUCH COLLEGE BROOKLYN COLL OF PHARMACY **BROOKLYN COLLEGE **CITY COLLEGE COLLEGE OF MT ST VINCENT COLLEGE OF SAINT RUSE EISENHOWER COLLEGE **GRADUATE CENTER HAMILTON COLLEGE **HUNTER COLLEGE **JOHN JAY COL OF CRIM JUSTICE **LEMAN COLLEGE LONG ISLAND U C W POST CENTR MARYMOUNT COLLEGE MERCY COLLEGE MOUNT SAINT MARY COLLEGE N Y INST OF TECHNOLOGY NAZARETH CULL UF RUCHESTER NIAGARA UNIVERSITY **GUEENS COLLEGE CUNY** **RICHMOND COLLEGE RUSSELL SAGE COLLEGE SAINT JOSEPH S COLLEGE SKIDMORE COLLEGE UNION THEOLOGICAL SEMINARY VASSAR COLLEGE WADAMS HALL COLLEGE **YORK COLL	14000 15000 22500 17500 22500 14000 16300 12000 22500 13000 22500 15500 14785 11508 14850 16000 12500 12500 14000 13000 22500 14000 14000 14000 11000 22500	20000 16500 3 31275 7 31275 7 31275 7 21100 20000 31275 7 19353 31275 7 19353 21050 6 32767 7 31275 7 21050 6 32767 23 19608 9 20130 20000 12 31275 7 31275 7 22500 15000 5 24000	12000 12000 17630 17830 17830 17830 12700 12700 17830 11000 17830 1314 17830 13200 13200 13200 13200 13200 13200 1300 13	17000 13000 13000 25500 17500 15500 15500 15500 25500 25500 25500 25500 25500 25500 17400 25500 17400 17500	9000 10000 14830 10100 14830 9000 9500 14830 8750 14830 10100 10550 8740 8004 10120 9500 14830 14830 14830 14830 14830 14830 14830	14000 11500 3 20830 7 14500 20830 7 13000 12600 14000 20830 7 14000 20830 7 14000 13517 20830 7 15000 13550 5 16825 17 12204 7 13750 13000 14500 14500 15500 15500 15500 15500 15500 12500 12500 12500 12500 12500 12500 14000 6 20830 7	7500 8000 12700 6000 12700 8000 7500 8000 12700 8000 12700 8000 7443 12700 8000 8000 7248 8470 8000 7200 9000 7200 8000 12700	11000 9000 17150 17150 17150 11000 9500 1000 17150 11000 17150 17150 17150 17150 17150 17150 17150 17150 10420 17150 10420 17150 10420 17150 10500 10248 10120 10248 10300 10300 10300 10300 10000 10000 10000 10000 10000 10000 10000 10000 10000 10000 10000 10000
NORTH CAROLINA DAVIOSON COLLEGE •ELIZABETH CITY STATE UNIV MEREDITH CULLEGE NO CAR WESLEYAN COLLEGE •NORTH CAROLINA CENTRAL UNIV PFEIFFER COLLEGE SAINT AUGUSTINES CULLEGE		21800 16500 19700 16000 14200	12800 10500 9700 10000 10600 8400 9000	17500 13500 12000 14000 16300 14800	9500 7600	13000 12000 10500 13000 15100 12000	9300 7000 7000 7500 6600 7500 6600	11000 9800 8700 10000 11900 17700
NORTH DAKOTA								
OHIO *AIR FORCE INST OF TECHNOLOGY *CENTRAL STATE UNIVERSITY CINCINNATI BIBLE SEMINARY COL OF MT ST JOSEPH ON OHIO DENISON UNIVERSITY EOGECLIFF COLLEGE EVANGELICAL LUTHERN THEO SEM FINDLAY COLLEGE HEBREW UNION COLLEGE OHIO DUMINICAN COLLEGE OHIO NORTHERN UNIVERSITY OHIO WESLEYAN UNIVERSITY RIO GRANDE COLLEGE ST JOHN S COL OF CLEVELANO WILBERFORCE UNIVERSITY WILMINGTON COLLEGE	21960 12000 6880 10500 13500 10500 11000 12000 12900 11000 14500 14500 14400 9000 11000	32767 9 21000 6394 10 16000 12500 12500 26000 5 14500 20000 20870 16800 12500 7	18737 10000 6665 8000 11850 9000 9500 14500 10800 10000 12225 9000 13200 7800	28548 9 17000 8131 10 13000 15100 10500 14500 14500 16000 3 12400 14500 14500 11500	15866 9000 6450 7500 8000 8500 8000 12500 8500 9750 8000 11400 6600	24362 9 15000 7869 10 10000 12300 9000 15000 14000 12000 12225 12200 14400 9500 7	13309 8000 6020 6500 7000 6500 7500 7500 7000 9000 5600 7000	20627 9 10500 7344 5 8500 8000 4 10500 8300 2 11000 9750 9500 11400
OKLAHOMA PHILLIPS UNIVERSITY	9550	11595 11	8240	10475 14	7420	9570 14	6000	7170
OREGON •EASTERN OREGUN COLLEGE •OREGON COLLEGE OF EDUCATION •OREGON STATE UNIVERSITY •OREGON TECHNICAL INSTITUTE	14238 14238 14238 13554	22068 9 22068 9 22068 9	11196 11196 11196 10656	17334 9 17334 9 17334 9 16932 9	9162 9162 9162	14220 9 14220 9 14220 9 13878 9	7290 7290 7290 6948	11322 11322 9 11322 9 13500 9

SALARIES SCHEOULEO FOR FACULTY IN UNIVERSITIES -NO COLLEGES, 1971-72

STATE AND INSTITUTION	PI MINI- MUM	ROFESSOR Maxi- incr. Mum		TE PROFESSOR MJX1- INCR. MUM	ASSIST MINI- MUM	ANT PROFESSOR MAX1+ INCR. MUM	IN: MINI- MUM	STRUCTOR MAX1 INCR. MUM
• - PUBLIC INSTITUTION								
OREGON								
PORTLANO STATE UNIVERSITY REED COLLEGEUNIVERSITY OF OREGON	14238 14000 14238		11.96 11700 11196	17334 9 14000 4 17334 9	9162 9300 9162	11600 5	7290 8400 7290	11322 8800 11322 9
PENNSYLVANIA								
BEAVER COLLEGE	13000		12000	15500	9500	13500	8000	11000
*BLUOMSBURG STATE COLLEGE *California State College	14360 14360	18340 5 18340 5	11800 11800	15080 5 15080 5	9720 9720	12400 5 12400 5	8000	10200 6 10200 6
CHEYNEY STATE COLLEGE	13680	18340 6	11240	15080 6	8820	11800 6	8000 7250	10200 6 9720 6
*CLARION STATE COLLEGE *EAST STROUDSBURG STATE COLL	14360 14360	18340 5 18340 5	11800	15080 5	9770	12400 5	8000	10200 6
*EOINBORO STATE COLLEGE	14360	18340 5	11800 11800	15080 5 15080 5	9720 9720	12400 5 12400 5	8000 8000	10200 6 10200 6
GENEVA COLLEGE	11200	240,0	10000	18500	7800	16000	6800	12000
HAVERFORO COLLEGE Holy family college	12500	27000 15000	13000	16000 · · · 12400 4	10000 8000	13000	9500 6800	8000 4
•1n01ana university uf penn	14360	18340 5	11800	15080 5	9720	12400 5	8000	10200 6
•KUTZTOWN STATE CULLEGE La roche college	14360 11000	18340 5 13000	11800 8910	15080 5 10910	9720	12400 5	8000	10200 6
LA SALLE COLLEGE	15210	18650	11290	14740	7240 9280	9000 1179u	6000 7410	7500 9630 6
*LOCK HAVEN STATE COLLEGE	14360	18340 5	11800	15080 5	9720	12400 5	8000	10200 6
MARYWOOO CULLEGE MILLERSVILLE STATE COLLEGE	14300 14360	18241 18340 5	11600	14086 15080 5	9100 9720	12270 12400 5	8300 8000	10798 10200 6
MORAVIAN CULLEGE	12400	19000	10700	13750	8800	11500	7800	9550
PENN CUL OF POOLATRIC MED Saint vincent college	18000 13500	25000 16000	15000 11000	20000	12000	17000	8000	14000
SHIPPENSBURG STATE COLLEGE	14360	16000 18340 5	11800	14500 15080 5	9500 9720	13500 12400 5	7500 8000	12000 10200 6
*SLIPPERY RUCK STATE COLLEGE	14360	18340 5	11800	15080 5	9720	12400 5	8000	10200 6
THIEL COLLEGE OUNIVERSITY OF PITTSBURGH	11800 12400	16000 27100	10200 10000	14500 17600	9000	12000	7600	10000
VILLA MARIA COLLEGE	11700		9300	12900	8500 7400	13800 11550	7000 6500	10300 8500
WAYNESBURG COLLEGE	13050	17488	10660	14286	9190	12318	7720	10346 6
 WEST CHESTER STATE COLLEGE WILKES COLLEGE 	14360 12800	18340 5 17500	11800 10600	15080 5 14400	9720 8200	12400 5 13400	8000 6000	10200 6
WILSON COLLEGE	16500	• • • • • •	12700	16400	10000	12600	8000	10000
YORK COLLEGE OF PENN	15000	20000	12000	17000	10000	14000	8000	11000
RHOOE ISLANO PROVIDENCE COLLEGE	14000	17000	12450	13000	10400	11500	9360	9800
SOUTH CAROLINA								
BENEOICT CULLEGE Central Wesleyan College	8000 8700	19700 11400 5	8000	14400	7000	13125	7000	11340
*COLLEGE OF CHARLESTON	12500	18900	7620 11000	10500 6 15800	6540 8000	7260 4 13200	5820 6000	6360 8400
•THE CITADEL	13699	16660 3	11897	15476 5	9455	13333 9	8755	9064 1
SOUTH DAKOTA AUGUSTANA COLLEGE	10000	17000	2000	15000				
YANKTON COLLEGE	10400	17000 13000 7	9000 9100	15000 11700 B	7500 7800	:1000 10400 9	6500 7150	9000 9100
TENNESSEE								
*AUSTIN PEAY STATE UNIVERSITY	8400	18900	7800	17430	7500	14700	6200	12600
BELMONT COLLEGE •EAST TENNESSEE STATE UNIV	10395 8400	11340 18900	8505 7800	10395	7560 7500	8505 14700	7087 6200	7560 12600
LANE COLLEGE	10000		9000	11000	8000	10000	7000	9000
◆MEMPHIS STATE UNIVERSITY ◆MIOOLE TENNESSEE STATE UNIV	8400 8400	18900 18900	7800	17430	7500	14700	6200	12600
SOUTHERN MISSIONARY COLLEGE		11000 2		17430 10500 2		14700 10000 4	8200 8200	9000 4
 TENNESSEE STATE UNIVERSITY TENNESSEE WESLEYAN COLLEGE 		18900	7800	17430	7500	14700	6200	12600
	10700	14500	9300	12500	8300	11200	7300	9000
TEXAS ABILENE CHRISTIAN COLLEGE	10800	11565 2	8460	9990 3	7425	9000 3	6525	7470
ANGELO STATE UNIVERSITY	11430	16854	8550	14964	7902	14010	7236	11004
GULF COAST BIBLE COLLEGE HOWARO PAYNE COLLEGE	8160 9200	9420 9 13600	7760 8500	9020 9	7160	8420 9	6600	7300
HUSTON TILLOTSON COLLEGE	10000	16000	8500	12300	7200 7500	10900	6000 7000	9100 9000
INCARNATE WORD COLLEGE	10700	13700 9	9° 30	12700 9	9000	10700 5	7700	9400
MARY HAROIN BAYLOR COLLEGE PAN AMERICAN UNIVERSITY	10800	13500 17100 2	9500. 12240	11500 14580 2	8500 9900	10200 12060 2	7500	9800 9540
SOUTHWESTERN UNION COLLEGE	10152	10980 5	9468	10464 5	9096	9960 5	7380 8196	9036
 STEPHEN F AUSTIN STATE UNIV TEXAS COLLEGE 	13000	17500	11500	15500	9000	12750	7200	10000
•WEST TEXAS STATE UNIVERSITY	14000	14000 17625		11500 15730	7200 8910	9000 14736	6300 7893	7200 10350
UTAH								
VERMONT								
•CASTLETON STATE COLLEGE		18000		15000	8000	12500	7000	10000
JOHNSON STATE COLLEGELYNOON STATE COLLEGE		18000	9000	15000	8000	12500	7000	10000
	10000	18000	9000	15000	8000	12500	7000	10000
VIRGINIA Eastern mennonite college	7700	11175	7150	9925	6600	8700	6050	8075
EMORY AND HENRY COLLEGE	11000	15500	9700	13000	8200	11000	7000	9000
<pre>MADISON COLLEGE MARY BALOWIN COLLEGE</pre>	13700 13000	16700 6 15600	11300	13300 5	9400	11400 8	8500	9400
•MARY WASHINGTON COLLEGE	13200	16000 7	11300 11200	13400 13600 6	9000 9400	12500 10900 5	7500 8200	10500 9700

SALARIES SCHEOULEO FUR FACULTY IN UNIVERSITIES AND COLLEGES, 1971-72

STATE AND INSTITUTION	₽R	UFESSO	R	ASSOCIAT	E PRUFI	ESSOR	ASSISTA	NT PRO	FESSOR	1NS	TRUCTO	R
	MINI- Mum	MAX1- MUM	1 NCR.	M1N1- MUM	MAX1- MUM	INCR.	MIN1- MUM	MAX1- MUM	INCR.	MINI- MUM	MAX1 MUM	
PUBLIC INSTITUTION												
VIRGINIA												
RANDOLPH MACON WOMEN S COLL	11800	18600		11450	13600		8900	12500		7900	9300	
SAINT PAUL S COLLEGE	11000	14000	6	9000	11000	4	8000	10000	3	7000	9030	
●VIRGINIA MILITARY INSTITUTE	14900	17300	7	12600	15000	7	10600	12400	7	8600	10200	
•VIRGINIA STATE COLLEGE	12900	18900	10	10200	14700	9	8400	11600	8	7400	9500	
WASHINGTON												
●EASTERN WASHINGTON STATE COL	14000	19000		11500	16000		9000	13000		7500	10000	
GONZAGA UNIVERSITY	12000	15700	• • •	10300	13500	• • •	8200	12000		7000	10000	
SEATTLE PACIFIC COLLEGE	10684	12495	10	9125	11183	10	8033	9975	10	7350	8558	
 WESTERN WASHINGTON ST COLL 	14246	23769	9	11505	14715	7	9197	12319	В	7219	9533	5
WHITWORTH COLLEGE	12000	15300	10	9850	13150	11	8200	11350	15	7300	8050	-
WEST VIRGINIA									re			
●CONCORO C(.LEGE	12000	17000		10000	14300		8500	12000		7200	9500	
OAVIS AND ELKINS COLLEGE	10300	16000		8500	13000		7500	10600		6500	9000	
*WEST LIBERTY STATE COLLEGE	12900	16600		9200	14000		8400	12000		8000	10300	
WEST VIRGINIA WESLEYAN COLL	10000	15000		9000	12500		8000	12000		7000	9500	
w1SCONS1N												
BELOIT COLLEGE	14000			11000	14500		9500	12500		8000	10000	
CARTHAGE CULLEGE	12800	17200		10100	14000		9000	12000		8000	9800	
OOMINICAN COLLEGE	11000			10500	14800		6700	12000		7500	10000	
LAKELANO COLLEGE	11500	17000		10500	13500		10000	12500		8000	10500	
VITERBO CULLEGE	10850	16500	•••	9550	14000		8200	11700		6850	9950	
WYOM1NG												
CANAL ZONE												
PUERTO RICO												
CATHOLIC UNIV OF PUERTO RICO	8460	12150	5	7380	11025	5	5310	10080	5	4500	7830	
INTER AM UNIV OF PUERTO RICO	11000	15500	ś	8000	12500	ś	6500	11000	ś	5800	10300	
			-	3000		•	5,00	11000	-	, 600	10300	• • •

EXAMPLES OF SALARY SCHEDULES

This section contains seven salary schedules, selected to complement those included in previous studies. The selection of the schedules does not imply endorsement or approval by the National Education Association or NEA Research. They have been chosen as examples because they contain provisions about salary placement and advancement which may be of interest to faculty and staff

in institutions currently revising or updating their salary schedules. Where possible, information in the original documents not within the scope of this report has been deleted.

These seven institutions have granted NEA Research permission to reproduce their salary schedules. They are included for illustrative purposes only; therefore, identification has been deleted.

SALARY SCHEDULE OF A LARGE PUBLIC UNIVERSITY

REGULAR RANKS FACULTY

ACADEMIC YEAR (9-Months)

m'.1	_	Normal	Scale 7/1/70				
<u>Title</u>	Step	period at step	Annual	Monthly			
Instructor (1400)	• • •	•••	\$ 8,800	\$ 73 3.33			
Assistant Professor (1300)	I II III IV V VI	2 years 1	10,200 10,700 11,400 12,200 13,000 13,800	850.00 891.67 950.00 1,016.67 1,083.33 1,150.00			
Associate Professor (1200)	I II III IV V	2 years 2 years 2 years 3 years 3 years ²	13,100 13,900 14,800 16,000 17,800	1,091.67 1,158.33 1,233.33 1,333.33 1,483.33			
Profescor (1100)	I II III IV V VI	3 years 3 years	16,100 17,900 19,800 21,700 23,700 25,700	1,341.67 1,491.67 1,650.00 1,808.33 1,975.00 2,141.67			

¹Refer to "Notes" II B for information concerning service at these steps. ²Refer to "Notes" II C for information concerning service at these steps.



REGULAR RANKS FACULTY FISCAL YEAR (11-Months)

		Normal	Scale 7/1/70				
<u>Title</u>	Step	peri od	Annual	Monthly			
	,	at step					
Instructor (1410)	• • •	•••	\$10,200	\$ 850.00			
Assistant Professor (1310)	I	2 years	11,800	983.33			
	II	2 years	12,500	1,041.67			
	III	2 years	13,300	1,108.33			
	. IV	2 years	14,200	1,183.33			
	V	2 years 1	15,100	1,258.33			
	VI	2 years 1	16,000	1,333.33			
Associate Professor (1210)	I	2 years	15,200	1,266.67			
	II	2 years	16 100	1,341.67			
	Ш	2 years	17,100	1,425.00			
	IV	3 years ²	18,700	1,558.33			
	V	3 years ²	20,700	1.725.00			
Professor (1110)	I	3 years	18,800	1,566.67			
, ,	II	3 years	20,800	1,733.33			
	III	3 years	23,000	1,916.67			
	IV	•••	25,200 25,200	2,100.00			
	V	•••	27,500	2,100.00			
	VI	• • •	29,800	2,483.33			
			==,000	4,TUJ.JJ			

¹Refer to "Notes" II B for information concerning service at these steps. ²Refer to "Notes" II C for information concerning service at these steps.

REGULAR RANKS FACULTY FISCAL YEAR (11-Months) CLINICAL

T. 1		Normal	Scale 7/1/70				
Title	Step	period	Annual	Monthly			
		at step					
Assistant Professor (1320)	I	2 years	\$12,900	\$1,075.00			
•	II	2 years	13,900	1,158.33			
	III	2 years	14,900	1,241.67			
	IV	2 years	15,900	1,325.00			
	V	2 years 1	16,900	1,408.33			
	VI	2 years 1	17,900	1,491.67			
Associate Professor (1220)	I	2 years	17,000	1,416.67			
	II	2 years	18,000	1,500.00			
	III	2 years	19,000	1,583.33			
	IV	3 years ²	20,200	1,683.33			
	V	3 years ²	21,600	1,800.00			
Professor (1126)	I	3 years	20,300	1,691.67			
	II	3 years	21,700	1,808.33			
	Ш	3 years	23,200	1,933.33			
	IV	• • •	25,200	2,100 00			
	V	• • •	27,500	2,291.67			
	VI	• • •	29,800	2,483.33			
				_,			

¹Pefer to "Notes" II B for information concerning service at these steps. ²Refer to "Notes" II C for information concerning service at these steps.



NOTES

I. Rank and Step

- A. The "step" of an appointee is indicated by a Roman numeral after his rank—e.g., Assistant Professor, Step II, Associate Professor, Step II, Professor, Step V. The step is not part of the title or the rank. It is an indicator of the stage of advancement of the individual, and is used primarily to keep track of such advancement.
- B. Years at rank and step for appointees are recorded in their individual salary history records as follows:
 - 1. An academic year (9-months) appointee who has served two quarters in any fiscal year (July 1 through June 30) will receive one year's credit at rank and step.
 - 2. An academic year (9-months) appointee who has served just one quarter in any fiscal year (July 1 through June 30) will not receive credit for that year at rank and step.
 - 3. A fiscal year (11-months) appointee who is appointed during the period July 1 hrough December 31 will receive one year's credit at rank and step.
 - 4. A fiscal year (11-months) appointee who is appointed during the period January 1 through June 30 will not receive credit for that year at rank and step.

II. Normal Periods of Service

- A. Instructor: Service in the rank of Instructor is limited to 2 years.
- B. Assistant Professor: Service in the rank of Assistant Professor is limited to 8 years. The normal period of service at a given salary level in the rank is two years. The first four steps and corresponding salary levels are for normal use. Steps V and VI may be used in exceptional situations and with proper justification. Service at Assistant Professor, Step V, will normally be in lieu of service at Associate Professor, Step I, for which the published salary is very nearly the same. Likewise, service at Assistant Professor, Step VI, will normally be in lieu of service at Associate Professor, Step II. In those instances of service at Assistant Professor, Step V, followed by service at Associate Professor, Step I, the normal period of combined service is 2 years. The same normal 2-year period of combined service applies when service at Assistant Professor, Step VI, is followed by service at Associate Professor, Step II.
- C. Associate Professor: The normal total period of service in the rank of Associate Professor is 6 years. The normal period of service at any one of the first three steps of the rank is 2 years. Steps IV and V may be used in exceptional situations and with proper justification. Service at Associate Professor, Step IV, will normally be partly or entirely in lieu of service at Professor, Step I, for which the published salary is very nearly the same. Likewise, service at Associate Professor, Step V will normally be partly or entirely in lieu of service at Professor, Step II. The normal period of service at Associate Professor, Step IV is 3 years if such service is fully in lieu of service as Professor, Step I. In those instances of service at Associate Professor, Step IV, followed by service at Professor, Step I, the normal period of combined service is 3 years. The situation for Associate Professor, Step V and Professor, Step II is exactly analogous to that for Associate Professor, Step IV and Professor, Step II.
- D. Profe sor: The normal period of service at step is 3 years in each of the first three steps. Advancement thereafter depends entirely on assessment of merit in each individual case. Service at Professor, Step IV, may be of indefinite duration. Advancement to Professor, Step V, calls for more than normally meritorious service, and will not occur after less than 3 years at Step IV, except in unusual cases. Service at Professor, Step V, may be of indefinite duration. Advancement to



Professor, Step VI, calls for great distinction and highly meritorious service, and will not occur after less than 3 years at Step V, except in very strongly justified cases. Service at Professor, Step VI, will in most cases be of indefinite duration. Advancement to an above-scale salary is reserved for scholars and teachers of the highest distinction, whose work has been internationally recognized and acclaimed. Except in rare and compelling cases advancement to an above-scale salary will not occur after less than 3 years at Step VI. Moreover, mere length of service and routine good performance at Step VI is not a justification for a further salary advance. There must be demonstration of additional merit and distinction beyond the performance on which advance to Step VI was based.

III. Off-Scale Salaries

When an appointee is placed at an off-scale salary, he must (unless advanced to an above-scale salary) be returned to an on-scale salary not later than on the occasion of his second subsequent advance in salary through merit increase or promotion, . nless the Chancellor specifically authorizes an exception. For specific guidelines for use of off-scale salaries please refer to the "Policy regarding off-scale appointments and advancements."

INSTRUCTIONAL ASSISTANTS

Title	Annual	Scale 7/1/70 Monthly	Hourly or quarterly
Reader (2850) Holder of the baccalaureate degree Undergraduate students			\$ 2.74 2.60
Teaching assistant (2310)	\$3,447 ¹	383.00	1,149.00
Orchestra Assistant (2320)	3,447 <i>1</i>	383.00	1,149.00
Physical activities Assistant (2330)	3,4471	383.00	1,149.00
Teaching fellow (2300)	4,1581	462.00	1,386.00

SALARY SCHEDULE OF A STATE-WIDE SYSTEM OF COLLEGES AND UNIVERSITIES

University Salary Schedule

The following Salary Schedule for Colleges under the jurisdiction of the State Board of Education is recommended by the Department of Higher Euc cation of the [State] Teachers Association:

1. The upper and lower limits on rates of compensation for college teaching on a nine-month collegeyear basis in each of the several academic ranks shall be as follows:

Instructor with Master's Degree—\$6,500-\$10,000
Assistant Professor —\$8,000-\$14,000
Associate Professor —\$9,000-\$15,000
Professor —\$10,000-\$18,000

2. Initial appointments shall be made at any point within the limits set in Paragraphs 1, 4, and 5.



- 3. A person who has earned one year (twenty-four semester hours) of graduate credit in his teaching field or work leading to a higher degree in his major field, after having completed the requirements for the master's degree, shall be paid \$400 above the salary to which he is entitled by his rank and his current salary, and for two years (forty-eight semester hours) he shall be paid \$800.
- 4. A person who has earned the doctor's degree shall be paid \$1,500 (i.e., \$700 above the maximum amount provided for in paragraph 3) above the salary to which he is entitled by his rank and his current salary.
- 5. An individual's salary may not be increased above the maximum for his rank as shown in Paragraph 1 above, except as required by the implementation of Paragraphs 3 and 4.
- 6. The Summer School Salary Schedule will be one-fourth (1/4) of the nine-months salary.

Faculty Rank, Evaluation, Promotion in Institutions Under Control of State Board of Education

- a) The Board gives college presidents the right to evaluate r mbers of their faculties and the right to recommend them for promotion. (846: 11: 6-14-57)
- b) Special care must be exercised in assigning faculty ranks to new appointees and in making promotions in rank from year to year. The following table provides guidelines and limitations on assignments of ranks within each institution:

Academic Rank	Range	Percentage Not to Exceed
Professor	30-35%	35
Associate	25-30%	65
Assistant	20-25%	85
Instructor	15-20%	

Under normal conditions it is anticipated that the percentages of faculty members by rank will fall within the ranges listed under Column 2. Faculty appointments or promotions in rank may not be made which increase the percentage of full professors beyond 35%; associate and full professors, in excess of 65%; or assistant professors, associate professors, and full professors, in excess of 85%. Any proposed appointment or promotion in excess of these percentages will require special Board approval.

Each institution is expected to establish a policy setting criteria for faculty promotions. The policy statement should contemplate that very few, it any, persons be promoted to the rank of full professor who do not hold the doctor's degree. (948: 6 and 33; 7-25-61)



SALARY SCHEDULE OF AN INDEPENDENT, NONPROFIT UNIVERSITY

[NAME OF INSTITUTION]

FACULTY PROMOTION Criteria

Promotion should be based on the value of the faculty member to the University considered in the light of the following criteria. Good teaching effectiveness is expected of all faculty, and notable performance in at least two of the other four criteria should be evidenced. The promotion of a faculty member from a given rank to the next higher rank should in no case be considered as automatic, based on longevity alone.

1. GOOD TEACHING EFFECTIVENESS

Demonstrated ability to stimulate the intellectual curiosity and growth of the student in lecturing, leading discussion and equitably evaluating student achievement.

2. SERVICE TO THE INSTITUTION

Exceptional services on faculty or administrative committees; acceptance and fulfillment of special assignments from the faculty organization or the administration; and services rendered to student organizations and individual students.

3. COMMUNITY SERVICES

Services to the government, cultural or business community evidencing knowledge gained by research or experience and reflecting credit upon the individual and the institution; activities that contribute to the enhancement of the standing of the University in the nature of speaking and lecturing engagements and participation in the activities of professional and community organizations.

4. MASTERY OF SUBJECT

Broad and demonstrated command of one's teaching subject and its interrelationships with other associated fields of learning; growth within the discipline.

5. SCHOLARLY ACTIVITY

Productive activity in research, publications or other recognized media related to the discipline of the individual; advanced degrees or evidence of continuous progress toward the earning of advanced degrees; participation in programs and projects designed to promote scholarship.

Additional Requirements for Respective Ranks

In addition to the above general criteria to be considered in determining eligibility of a faculty member for promotion, the following additional requirements must be met for promotion to the respective rank:

- (a) Assistant Professor-master's degree; completion of 24 semester hours toward doctorate desirable; two years of college teaching experience if the candidate has a doctoral degree, otherwise three years of such experience.
- (b) Associate Professor-doctoral degree, or equivalent academic stature; three years of college teaching experience if the candidate has a doctoral degree, otherwise five years of such experience.
- (c) Professor—doctoral degree, or equivalent academic stature; eight years of teaching experience, at least five of which be at the college level; significant contribution to the advancement of the University in academic, administrative and professional services.

While the above criteria and requirements for promotion are to be considered in determining the rank to which new faculty members are appointed, it is not intended that they be applied to initial appointments with the same force and effect as for promotions.



Procedure

Promotion in professional rank may be initiated by Department Heads, Deans, or the President. Recommendations for promotion in professional rank involving Department Heads shall be initiated by the Deans or the President.

A Promotions Advisory Committee shall be elected by the faculty of each the College of Liberal Arts and the School of Business, Industry and Management. The Committee for each the College and the School shall consist of five members elected for a term of two years. Whenever possible, the Committee should include only those holding the ranks of professor or associate professor, at least three of whom should be professors, and not more than one member from any department at a time. Deans who hold academic rank shall not be eligible for election to the Committee

The Promotions Advisory Committee acting for the College or the School of which an individual being considered for promotion is a faculty member may be consulted by the Department Head, Dean or the President who has the matter of that individual's promotion under consideration.

A faculty member who believes that he meets the requirements for promotion in rank and who did not receive one may ask the Promotions Advisory Committee of the College or School of which he is a faculty member to review his case, presenting to the Committee such evidence of his achievements as he may wish. The appealing faculty member's Department Head, if a member of the Promotions Advisory Committee, must remove himself from the Committee for the consideration of that particular case. If the Committee determines that the appealing faculty member is deserving of promotion, it shall consult first with the Department Head and Dean concerned, and ultimately, if no agreement is reached for or against promotion of the faculty member in question, with the President of the University.

Promotions shall be made upon the recommendation of the President and approval of the Board of Trustees.

APPROVED by the

Board of Trustees of the [Name of Institution]

January 14, 1970,

"as a working policy, with the understanding that the faculty will be given an opportunity to make additional suggestions if any are advisable."

(Revision of "Teaching Personnel Policies" adopted by the Faculty on January 4, 1969, as prepared by an ad hoc committee appointed by the President and as recommended by the Committee on Academic and Faculty Affairs of the Board of Trustees)

[NAME OF INSTITUTION]

FACULTY SALARY SCALE

Effective September 1, 1968

Rank	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
Instructor Asst. Prof. Assoc. Prof. Professor	8,000 9,500	8,400 9,975	8,800 10,450	9,200 10,925	9,600 11,400	\$ 8,750 10,000 11,875 13,125	12,350	\$10,800 12,825	13,300	\$11,600 13,775 15,225	\$15,750	\$15,950



[NAME OF INSTITUTION]

SALARY SCITE FOR LAW SCHOOL FACULTY

WHEREAS, The employment of full-time faculty members in the School of Law necessitates the establishment of a salary scale for these individuals; and WHEREAS, The scale for the Law School faculty must be based on the requirements of the American Bar Association, if the University expects to apply for such accreditation; now, therefore, be it

RESOLVED, That the Board of Trustees does hereby adopt the following salary scale for members of the full-time faculty of the School of Law of the [Name of Institution], effective September 1, 1970:

Rank	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
((Minimum)			<u> </u>			 	(Maximum)
Instructor	\$ 9,000	\$ 9,450	\$ 9,900	\$10,350	\$10,800	\$11,250	\$11,700	\$12,150
Asst. Prof.	11,000	11,550	12,100	12,650	13,200	13,750	14,300	14,850
Assoc. Prof.	,	13,650	14,300	14,950	15,600	16,250	16,900	17,550
Professor	14,000	14,700	15,400	16,100	16,800	17,500	18,200	18,900

and be it further

RESOLVED, That the policies governing the above salaries are, in general, the same as those for members of the College of Liberal Acts and the School of Business, Industry, and Management, as adopted by the Board on April 21, 1965, and revised on January 12, 1966, and April 17, 1968; and be it further RESOLVED, That, in addition, when justified, an increment would not necessarily be held to one step of five percent, although approval of the Board would be necessary before an increase of more than one step could be awarded to any faculty member at any one time; and be it further RESOLVED, That the following requirements for rank shall be in effect:

Instructor--Baccalaureate and first law degree required: Master of Arts or Science desirable: evidence of good teaching potential, but teaching experience not required.

Assistant Professor—Baccalaureate, first law and Master of Laws degrees required, except that professional experience may be acceptable in lieu of master's degree; prior teaching experience required, except that professional stature and experience may be acceptable in lieu of teaching experience.

Associate Professor - Baccalaureate, first law and Master of Laws degrees required; substantial law teaching experience may be acceptable in lieu of master's degree; professional stature and experience, teaching or otherwise.

Professor-Baccalaureate, first law and Master of Laws degrees required; law doctorate (J.S.D.) desirable; prior law teaching experience required; professional stature, teaching or otherwise.

SALARY SCHEDULE OF A DENOMINATIONAL COLLEGE ENROLLING 300 STUDENTS

Sections deleted:

Faculty Hiring and Recruiting

Faculty Contracts

Faculty Rank

- 1. The qualifications for academic rank
 - 1. Professor
 - a. Must have attained the third educational level.
 - b. Must have had at least eight years of college teaching experience.



- c. Must have demonstrated success as a teacher.
- d. Must have a positive testimony of a personal Christian experience and be in sympathy with the standards of conduct and teaching of [Name of Institution].
 - e. Must have demonstrated marked ability in five or more of the following lines:
 - 1) Effective student counseling.
 - 2) Wholesome spiritual influence and leadership.
 - 3) Effectiveness as a public speaker
 - 4) Recognized scholarly writings and research
 - 5) Efficient college administration
 - 6) Initiative and creative ability
 - 7) Outstanding contribution in a curricular field
 - 8) Outstanding contribution in an extra-curricular field.
- f. Shall have had at least one year of teaching or other experience on the campus of [Name of Institution]. This means that no person shall be hired (full-time) shall carry the full Professor rank.

2. Associate Professor

- a. Must have attained the second educational level.
- b. Must have had at least six years of college teaching experience. This requirement may be waived for one with an earned doctorate.
 - c. Must have demonstrated success as a teacher.
- d. Must have a positive testimony of a personal Christian experience and be in sympathy with the standards of conduct and teachings of [Name of Institution].
 - e. Must have demonstrated marked ability in four or more of the lines of activity under I, e, above.

3. Assistant Professor

- a. Must have attained the first educational level.
- b. Must have had at least one year of teaching expreience on the college level. This requirement may be waived for one with an earned doctorate.
 - c. Must have demonstrated success as a teacher.
- d. Must have a positive testimony of a personal Christian experience and be in sympathy with the standards of conduct and teaching of [Name of Institution].
 - e. Must have demonstrated marked ability in three or more of the activities listed under I, e. above.

4. Instructor

- a. Must have attained the first educational level.
- b. Must show promise of becoming a successful teacher.
- c. Must have a positive testimony of a personal Christian experience and be in sympathy with the standards of conduct and teachings of [Name of Institution].
 - d. Must give promise of excelling in two or more of the activities lsited under I, e, above.
- e. Persons who are new in teaching may be assigned as assistants to Professors or Associate Professors, or may be given classes and assigned to the supervision of a Professor or associate Professor.

II. Granting Faculty Rank

The ranks of Professor, Associate Professor, and Assistant Professor, shall be granted by the Board of Trustees in the contract, upon the recommendation of the President. The recommendation of the President shall be guided by the Academic Vice-President and the Faculty Affairs Committee. Faculty rank shall be limited to those persons serving the College full-time.

III. Definition of Educational Levels

- I. First Educational level
 - a. Bachelor's degree plus Master's degree
 - b. Bachelor's degree plus Bachelor of Divinity



- 2. Second educational level
 - a. Bachelor's degree plus Master's plus sixty hours at the Doctoral Level.
 - b. Bachelor's degree plus Bachelor of Divinity plus thirty hours at the Doctoral Level.
- 3. Third Educational Level
 - a. Bachelor's degree plus Master's degree plus earned Doctorate.
 - b. Bachelor's degree plus Bachelor of Divinity plus earned Doctorate.

Sections Deleted:

Tenure

Faculty Dismissals

Faculty Retirement

Faculty Resignation

Salary Policies

- 1. Salary goal. [Name of Institution] shall be committed to attain the goal of an average salary for all ranks combined to be approximately equal to the average salary for all ranks combined for private church-related colleges of comparable size.
- 2. Salary Schedules. The salary for each individual shall be determined by four basic factors: rank, educational level, experience, and merit. The academic rank determines the base salary. Each year the base shall be reviewed considering the salary goal, the cost of living, and the availability of funds.
 - a. Within each rank, the following educational levels shall be adhered to: Bachelor's degree, Master's degree or equivalent graduate degree, Master's degree plus 30 graduate hours, Doctoral candidate with 60 graduate hours, and earned doctorate.
 - b. Experience increments shall be allowed for each year of prior teaching or related experience. Experience shall be determined as follows:
 - 1) Full value for teaching at [Name of Institution].
 - 2) For teaching experience other than [Initials of Institution], value will be figured as follows: full value up to five years, and on a 1 to 3 years thereafter up to ten years.
 - 3) Indirectly related experience, as approved by the Academic Vice-President will be figured on a 1 to 2 ratio up to five years.
 - c. Merit units shall be added to the base salary and experience increments on the following basis:

Distinguished teaching	3 to 5 units
Scholarly research and writing	1 to 4 units
Special contribution to the total program	
of the College	1 to 4 units
Critical area of employment	1 to 4 units

All merit units shall be awarded annually by recommendation of the Faculty Affairs Committee, the Academic Vice-President, and the President, and then approved by the Board. The individual limit per year shall be six units. The all-college limit per year shall be two times the number of full-time teacher equivalent. Each merit unit shall be worth one-sixth of the increr ent between academic ranks.

3. Part-time schedule. Part-time and summer school teaching and teaching of more than 30 semester hours per academic year, shall be compensated according to the following schedule:

Bachelor's degree	\$100 per semester hour
Master's degree	150 per semester hour
Earned Doctorate	200 per semester hour

4. Summer Courses. Summer instruction will be compensated at the part-time rate. Should a teacher, at the suggestion of the Academic Vice-President, decide to instruct a summer class that does not enroll a minimum number of students, he will receive one-half of the tuition up to the point where he receives part-time compensation.

5. Overloads. Full salaries will be paid to faculty who are carrying an instructional load of 12 to 16 semester hours in excess of 30 hours annually.

Sections Deleted:

Sick Leave

1969-70 Base Pay Schedule

PROPOSED SALARY SCHEDULE AND DEVELOPMENT PROGRAM SALARY SCHEDULE 1971-72

Years	Assistant Instructor	Instructor	Assistant Professor	Associate Professor	Professor
1	\$5,625	\$6,600	\$7,160	\$7,760	\$8,160
2	5,750	6,740	7,300	7,900	8,300
3	5,875	6,880	7,440	8,040	8,440
4	6,000	7,020	7,580	8,180	8,580
5		7,160	7,720	8,320	8,720
6		7,300	7,860	8,460	8,860
7			8,000	8,600	9,000
8			8,140	8,740	9,140
9			8,280	8,880	9,280
10			8,420	9,020	9,420
		Te	n-year limit 1971-72		-,
DEVELO	PMENT OF SALARY	PLAN			
72-73 Rai	ses 500	925	925	925	005
73-74 Rai	ses 400	925	925	925 925	925
74-75 Rai		950	950	925 950	925 950
TOP	\$ 7,200	\$9,580	\$10,800	\$11,400	\$11,800

SALARY SCHEDULE OF A DENOMINATIONAL COLLEGE ENROLLING 1,500 STUDENTS

[NAME AND ADDRESS OF THE INSTITUTION]

REFERENCE PART I, ITEM 10

The Teachers Committee

The Teachers Committee consists of the President, the Dean of the College, and one faculty member selected by the faculty for a three-year period.

Duties: To consider recommendations regarding the appointment, promotion, demotion, or dismissal of faculty members. (Final recommendations, however, are made to the Board of Trustees by the President of the College.)

REFERENCE PART V

Faculty Salary Scale (Adopted October, 1971)

Professor	-	\$14,000-\$19,000
Associate Professor	•	11,500- 16,000
Assistant Professor	-	9,000- 13,000
Instructor	-	7,500- 10,000



FACULTY RANK, PROMOTION, AND TENURE

Lecturer. The classification of lecturer shall be used for those persons who are employed for special parttime teaching assignments or for special full-time assignments of temporary or limited duration.

Instructor. The minimum academic qualification for the instructor's rank shall be the master's degree or its equivalent. After three to five years of successful teaching experience*, an instructor shall be considered for promotion to the assistant professor's rank. The instructor who enters employment at [Name of Institution] with the Ph.D. degree may be considered for promotion at the completion of one year of successful teaching.

Assistant Professor. The assistant professor shall have attained, as the minimum academic qualification, the master's degree plus additional approved graduate work beyond the master's degree level. After three to five years of successful teaching experience at this rank, the assistant professor shall be considered for promotion.

Associate Professor. The associate professor shall have attained, as a minimum academic qualification, the master's degree plus one year of approved graduate work beyond the master's degree level. Five to seven years of successful teaching at this rank shall qualify the associate professor for consideration for promotion. It is assumed that only the definitely superior teachers will move above this rank.

*The term "successful teaching experience" as used throughout this statement should be interpreted broadly. It is meant to include all essential criteria of effective teaching and to indicate the importance of an increasing competence in classroom instruction. "Successful teaching experience" at the associate professor's rank will therefore be judged by higher standards of accomplishment than it would be at the instructor's level. The effectiveness of classroom instruction is the basic criterion for promotion in rank at [Name of Institution]. Characteristics which are essential requisites for any effective teacher include such things as high quality of scholarship, intellectual integrity, professional alertness, well-rounded intellectual training, ability to stimulate intellectual curiosity, a willingness to consider suggestions and to cooperate in all phases of the instructional program, an eagerness to study and adopt improved methods of teaching and working with students. While the demonstration of superior ability in research, student counseling, and committee service will be weighed less heavily than teaching effectiveness among the criteria for promotion, these achievements are considered highly desirable attributes of the successful teacher, and will be regarded favorably in the evaluation process.

Professor. The doctor's degree or its equivalent as recognized by the accrediting agency is, in most instances, considered essential for the attainment of the rank of professor. The College recognizes, however, that there are certain fields in its educational program where other evidence of successful study and experience may be more relevant than the attainment of a Ph.D. degree.

Modifications in Promotional Procedure. A variation in the above schedule may be made for those carrying important administrative responsibilities. Promotion in less time than suggested in any of the ranks shall be based upon evidence that the candidate is exceptionally outstanding in qualifications as compared with others in that rank. When promotion to the rank of assistant or associate professor is delayed for a time greater than that suggested above, the candidate should give serious consideration to his own personal and professional qualifications.

Tenure. Five years of successful teaching experience at [Name of Institution], or promotion in rank to associate professor or professor after at least three years of employment, shall qualify a person for permanent tenure. Persons employed with the rank of professor shall be considered for permanent tenure upon the completion of three years of successful teaching experience. Permanent tenure is interpreted to mean that the employment of the teacher is continuous from year to year. Dismissal of a teacher on permanent tenure shall be made only on the grounds of immorality, negligence to duty or professional incompetence, insubordination, or necessary reduction in staff. Any teacher who is judged professionally incompetent or negligent to duty shall be given notice to that effect in writing by the President of the College. If he should receive two such notices over a period of two successive years, his tenure contract shall be void. Any teacher shall have the right of interview with the President of the College for purposes of clarification of issues with reference to his case, and he may, if desires, appeal thereafter to the Executive Committee of the Board of Trustees for a hearing.



ERIC Provided by ERIC

SALARY SCHEDULE OF A DENOMINATIONAL COLLEGE ENROLLING 1,600 STUDENTS

[NAME OF INSTITUTION]

SALARY PLAN SALARY INCREMENTS

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[Name of Inctitution] Land	itution	4	-							22.6	2006	000,01	14,400	

[Name of Institution] has adopted a plan containing 108 increments. The plan is based upon merit. A faculty member is automatically entitled to the salary at the next two increments for his rank for the following year: aless he fails to merit his increase in the opinion of his department chairman, the Academic Dean, and the President. In the case of a faculty member who is adjudged to be giving less than fully satisfactory service, the department chairman and the Dean may recommend to the President that the two increment increase in the salary plan be withiceld until the faculty member's service is regarded as being fully satisfactory. In such cases, the faculty member shall normally receive at least one increment increase. In the case of unsatisfactory service, all increases may be withheld.

In the case of a faculty member who shall be adjudged to have attained his maximum value to the College program, his salary shall be regarded as "frozen." Any adjustment for such a faculty member will be individually adjudicated by the Budget Committee upon the recommendation of the department chairman.

In the case of extraordinary merit for outstanding service, a faculty member may be recommended for more than a two increment increase.

When a faculty member is promoted to a higher rank, his increase shall be

to the nearest next higher salary increment in the new rank.

The [Name of Institution] Salary Plan will remain in effect until such time as the economy, in the judgment of the Board of Regents, requires a revision. Either a leveling or a recession in the economy will be reflected in the new salary plan. The Board of Regents annually reviews and approves the salary; plan.

SALARY SCHEDULE OF A DENOMINATIONAL COLLEGE ENROLLING 3,400 STUDENTS

THE [NAME OF INSTITUTION] FLEXIBLE BASE SALARY PLAN 1971-1972

The heart of the [Name of Institution] Salary Plan is the flexible base. The salary for all instructional ranks is related to this annually-established base by means of 5% increments (steps) of this base. The base is the salary paid for Step 1 of the Instructor rank. When the base is changed, the salaries within all the ranks are adjusted proportionally. For example: Step 7 of the Professor rank pays 190% of base; hence, if the base (Step 1 of Instructor) is increased \$100, the salary for Step 7 of Professor is increased \$190. Thus the relative value of the various steps is always maintained. The complete schedule is attached.

The base was originally conceived of as a reasonable wage for one qualified by academic training, but without experience, to begin his career as a college teacher. The base has been, and will continue to be, reviewed annually in the light of current economic conditions, [Name of city in which college is located] living costs, the trend of professional wages generally, and the level of teachers' salaries paid at other educational institutions. The base for 1971-72 is \$7,800.

The terms of appointment, as recommended by the President and confirmed by the Board of Trustees, indicate the rank and step to which an appointee is assigned for his first year. From this point, contingent upon acceptable service, the person shall advance one salary step per year until he reaches the ceiling for which he is eligible by reason of rank. In each instance this advance in step must be recommended by the College President and approved by the Board of Trustees.

There is an overlap of several steps between ranks. Consequently, when a person is appointed to the next higher rank, he shall be assigned to the step which has a 5% higher value than the ceiling of his previous rank. For example, a person promoted from Instructor Step 6 to Assistant Professor shall proceed immediately to Assistant Professor Step 3.

Certain minimum salary provisions have been added to the schedule, as indicated on the bottom of the attached sheet.

SCHEDULE		1971-72 Salary
	% of Base	(Base \$7,800)
ASSISTANT		
Step 1	85%	6,630
Step 2	90%	7,020
Step 3	95%	7,410
INSTRUCTOR AND ASSISTANT INSTRUCTOR		
Step 1	100%	7,800
Step 2	105%	8,190
Step 3	110%	8,580
Step 4	115%	8,970
Step 5	120%	9,360
Step 6	125%	9,750
ASSISTANT PROFESSOR	•	
Step 1	120%	9,360
Step 2	125%	9,750
Step 3	130%	10,140
Step 4	135%	10,530
Step 5	140%	10,920
Step 6 (normal ceiling-mark time for 3 years)	145%	11,310
Step 7	150%	11,700
Step 8 (24 s. hrs. or more beyond A.M.—mark time for 2 yrs.)	155%	12,090
Step 9 (48 s. hrs. or more or double A.M. degree)	160%	12,480
Step 10 (60 s. hrs. or more beyond A.M.)	165%	12,870



ASSOCIATE PROFESSOR		
Step 1	140%	10,920
Step 2	145%	11,310
Step 3	150%	11,700
Step 4	155%	12,090
Step 5 (normal ceiling)	160%	12,480
Step 6	165%	12,430
Step 7 (Th. M. or for those having completed all d	octoral degree	12,670
requirements except dissertation or for tho	se holding	
highest degree in applied arts)	170%	13,260
PROFESSOR		10,400
Step 1	160%	12,480
Step 2	165%	12,870
Step 3	170%	13,260
Step 4	175%	13,650
Step 5	180%	14,040
Step 6	185%	14,430
Step 7	190%	14,820
Step 8	195%	15,210
Step 9	200%	15,600

Minimum Salary Provisions: In no case shall a married person receive less than base salary. In no case shall a married person with one dependent child receive less than base salary plus \$200; with two dependent children, less than base plus \$600; with three dependent children, less than base plus \$800; and with four dependent children, less than base plus \$1,000. Anyone, regardless of where he is in the salary schedule, with more than four dependent children, is entitled to an extra payment of \$200 for each dependent child beyond the fourth. This dependency consideration shall be based on the number of dependent children as of September 1 of each year (the beginning of the fiscal year).

REVISED SALARY SCHEDULE REGULATIONS FOR ASSISTANT PROFESSORS

For All Assistant Professors in Steps 6, 7, 8, and 9 of the Salary Schedule

The new regulations will permit most Assistant Professors who have reached salary ceilings in steps 6, 7, and 8 to advance to step 9. Those having most graduate work will advance at a faster pace than those without.

- 1. Assistant Professors having no graduate work beyond the A.M. degree will mark time for three years in step 6 (actually, therefore, four years in that step, the first year not being one of marking time), before advancing one step at a time to step 9.
- 2. Those having 24 semester hours, but less than 48 semester hours, of graduate work beyond the A.M. degree may advance to step 8, where they will mark time for two years before advancing to step 9 (actually, therefore, three years in that step, the first year not being one of marking time).
- 3. Step 9 will be the new ceiling for those having 48 semester hours of graduate work beyond the A.M. degree or holding a double master's degree and for those who qualify under 1 and 2 above.
- 4. Step 10 is a new and added step for those who have completed 60 semester hours of graduate work—that is, all course work for the doctoral degree, but not the languages (or substitute), qualifying or preliminary examinations, and dissertation.

It will be the responsibility of all Assistant Professors who qualify under these regulations to notify the President by March 1 of each year what his or her status will be for the following year. No claims for back payment may be made if an error arises owing to the professor's failure to notify the administration of his qualifying status.

